

CONNECTICUT COLLEGE



Leadership Profile |
FALL 2023



| The Opportunity

CONNECTICUT COLLEGE is a top liberal arts college situated on a 750-acre arboretum campus above the Thames River and Long Island Sound. The mission of the College is to educate students “to put the **liberal arts into action** as citizens in a global society.” Combining rigorous academics with real-world experiences, graduates learn not just to make a living but to make a difference. This has been true since the founding of Connecticut College in 1911, but in the past eight years, the College has seen its curriculum enhanced and student-focused mission elevated.

In 2015, Connecticut College fully committed itself to integrative education with the development of **Connections**, a nationally recognized program that promotes complex thinking, problem-solving, and off-campus learning to enhance student engagement and prepare graduates for next-generation success. Connections is a **holistic approach to higher education** that allows students to turn their academic major into something much greater by combining it with interdisciplinary study, language study, off-campus learning, internships, and focused professional development.



At the center of Connections is the “**pathway**,” which provides a way for students to explore a personally meaningful question from multiple perspectives, here and abroad, in and out of the classroom. The goal is to unleash creativity; to ignite curiosity; and, ultimately, to promote the deeper engagement of all students, in an environment where everyone can thrive, reach their fullest potential, and contribute to the flourishing of others. The program is designed for undergraduates, but its ethos extends to the whole community.

The College launched Connections in 2016 with the class of 2020. In the same year, the Board of Trustees endorsed a 10-year strategic plan, ***Building on Strength***, making this educational vision foundational to the College's future. Facilitated by a broadly representative Strategic Planning committee, *Building on Strength* was developed through an iterative and inclusive process during which members of the Conn community participated in the generation and refinement of the ideas, themes, and priorities that shaped the *Defy Boundaries* campaign and led to its success. A campus master plan, an equity and inclusion action plan, an action plan for competitive athletics, and the comprehensive campaign plan were all built on the same vision and leading to a series of programmatic and capital investments that have strengthened the College. In 2018, the **Walter Commons for Global Study and Engagement** opened, making it possible for every student to integrate global learning into the four-year experience. In 2019, the new **Hale Center for Career Development** put professional development at the heart of a Connecticut College education. A \$10 million gift



► The goal of Connections is to unleash creativity; to ignite curiosity; and, ultimately, to promote community participation in an environment where everyone can thrive, reach their fullest potential, and contribute to the flourishing of others.

from anonymous donors to develop the College's signature **Academic Resource Center**, plus the launch of the **Agnes Gund Dialogue Project**, added quantitative, expressive, and dialogic skill-building to the offerings. 2022 saw the completion of the largest capital investment in recent years with the opening of the **Athey Center for Performance and Research at Palmer Auditorium**, a \$24 million renovation that affirms the centrality of the performing arts to the liberal arts, while preserving a stunning example of Art Deco architecture. 2022 also saw the completion of a major renewal of the College's beautiful riverfront property to support rowing, sailing, recreation, and marine science, as well as the creation of the Stark Center for the Moving Image as a new home for film studies. Future projects include the renovation of the College Center at Crozier-Williams; an upgrade to the College's main dining facility; several sustainability initiatives; and a redesign of the central campus corridor to make a greener and more pedestrian-friendly landscape.



Differentiation is key to thriving in a competitive market and these investments, along with a new communications and marketing strategy, are driving **recognition and success**. For the past four years, Conn has been named a “most innovative college” in U.S. News and World Report. The College continues to be a top producer of Fulbright scholars. In 2021, the College was awarded a gold ranking from the American Association of Sustainability in Higher Education, an honor given to just 15% of colleges and universities in the country. In a stunning success, the men’s soccer team in 2021 rose to become national champions in Division III. Combined with the strong curriculum and a far-reaching strategic plan, the College has been attracting stronger and more diverse cohorts of students every year, seeing the largest number of applications in its history with the Class of 2027. Most students cite Connections as the main reason for choosing Conn.



In August 2023, the College successfully concluded the **Defy Boundaries** campaign, the most ambitious in its history with a goal of \$300 million in seven years. *Defy Boundaries* not only reached but exceeded its goal one year ahead of schedule, raising a total of \$317.5 million in new contributions in just six years to help current and future generations of students achieve their dreams. With an innovative strategy, growing enrollments, robust fundraising, and a growing national profile, Conn now seeks a visionary, inclusive, and collaborative leader to build on the momentum and take the College to the next level of excellence.



The Role

REPORTING TO THE BOARD OF TRUSTEES, the president is the chief executive and administrative officer of the College. The president works in close collaboration with the Board of Trustees, cabinet, and internal and external constituencies to provide overall leadership and direction for the College. In the context of the College's commitment to shared governance, the president will build upon the existing strengths and traditions of the College and chart new territories to provide the personal and professional leadership to guide its future. The president leads the human and financial resources of the College to advance its role and standing in higher education throughout the nation and world.

The president's cabinet is composed of senior leaders who lead the College's academic, administrative, financial, operations, and student-focused divisions. They bring a wealth of experience, a diverse skill set, a collaborative spirit, a record of thought leadership, and an unwavering commitment to support the president's vision and the College's mission. The cabinet positions include:

- *Dean of Faculty*
- *Dean of the College*
- *Dean of Students*
- *Dean of Admission and Financial Aid*
- *Dean of Equity and Inclusion*
- *Vice President for Strategic Initiatives and Special Advisor to the President*
- *Vice President for Marketing and Communications*
- *Vice President for College Advancement*
- *Vice President for Information Services and Librarian of the College*
- *Vice President for Finance and Administration*
- *Vice President for Human Resources*

As a duly elected body, the Board of Trustees has fiduciary responsibility for the governance of Connecticut College. The Board's primary functions are to oversee the policies and to steward the financial, physical, and human resources of the College. It is the responsibility of each trustee — acting as one body — to understand the current needs of the College and to implement policies and plans for its future. The Board has 30 members. They serve terms of four years, with a maximum of two terms. The terms can be extended if they are elected as chair or vice chair, which are three-year terms.



Opportunities for Leadership

Engage community in refining the College's vision for the future

Connecticut College has a long history of academic distinction, a beautiful campus and ideal location, a passionate alumni body, and a promising fundraising and enrollment outlook. The College is ready to welcome a new leader who can work together with the community to define its future as a leader in excellent liberal arts education. The next president will engage and empower communities at the College in creating and acting on a shared aspirational vision that blends challenging and innovative curriculum and cutting-edge pedagogy with the College's values and traditions. The community is sufficiently expansive to include the broad spectrum of viewpoints and experiences of its diverse constituencies. The College should expand its leadership role going forward in national conversations on the value and future of the liberal arts and how colleges like Conn can ensure access to education. The College requires a president with the vision, insight, and creativity to inspire the Conn community to continue fulfilling the College's vision, as well as the management acumen to situate the College for sustainability and resiliency.



Foster a culture of engagement, equity, and inclusion

The students, faculty, staff, trustees, and alumni are steadfast believers in Conn's mission, values, and strengths. The College is committed to the values of diversity, equity, inclusion, belonging, and social justice; to its longstanding student Honor Code based on trust and mutual respect; and to the principles and practice of shared governance. The community welcomes a new leader who will join them in reinforcing these values in



thought, word, and deed. The next president will ensure that the College's budget and organizational structure are aligned with and support a culture of understanding, respect, and shared governance; exercise clear and transparent communication and engagement; and forge productive relationships with a broad range of constituents who compose the larger Conn community.



Align resources with values and strategy

Like many private liberal arts colleges, Connecticut College must manage its resources strategically and creatively as costs escalate and competition for talented students, faculty, and staff increases. Its dedicated faculty and staff, coupled with strong enrollment and fundraising success, have enabled the College to emerge from the national economic and public health challenges of recent years in a good position to

build its assets and invest in its future. The College's ambitious and successful capital campaign was completed a year

early notwithstanding the pandemic. The College

seeks a president who can strengthen this

foundation by increasing organizational

flexibility, resiliency, and sustainability.

A key focus will be alignment of

and support for the essential roles,

contributions, and aspirations of

Conn's people — senior administrators,

faculty, staff, a diverse student body,

alumni, parents, and the broader New

London community. The president must also identify ways to

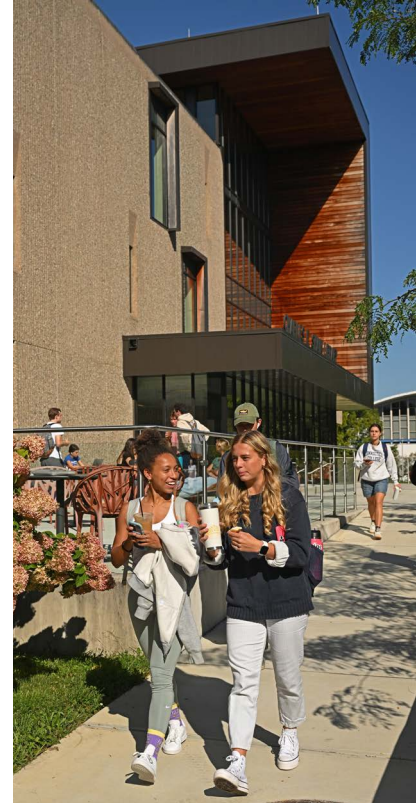
expand the College's resource base to attract and retain a broad

range of students and families while continuing to invest in the

campus's physical plant and infrastructure. Connecticut College seeks

a president who will work collaboratively to craft a strategic financial plan

that enhances both its current and future financial state.



Invest in infrastructure and operational excellence

To continue to fully realize its leadership position as an outstanding liberal arts college, Conn needs equally outstanding physical facilities and operational systems. The complexity of needs and challenges facing small liberal arts colleges requires a combination of sophisticated, modernized operations with a culture of collaborative problem solving, transparent decision making, and the ability to substantively engage within a culture that values shared governance. Connecticut College has begun a process

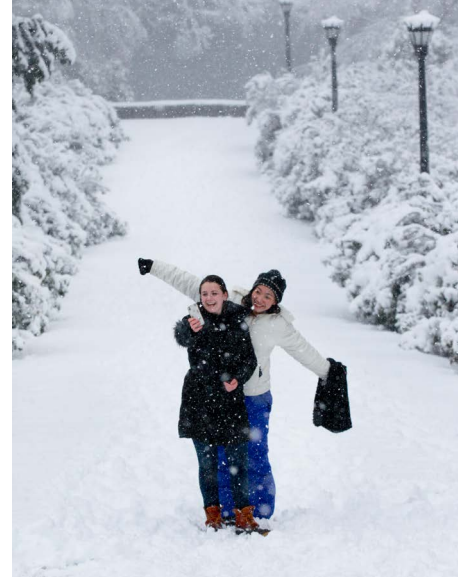
to address deferred maintenance. Having committed to Carbon Net Zero by 2030, the College must weigh the financial implications of short-term versus long-term investments with the goals of increasing its environmental sustainability and reducing costs while improving and modernizing its infrastructure.

The next president has an outstanding opportunity to position Conn at the leading edge of operational excellence in higher education with new ideas and a forward-thinking approach.



Celebrate and promote Conn's distinction and value across a broader audience

With liberal arts education under scrutiny nationally, Conn is well-situated to champion private undergraduate liberal arts education. The College is in excellent position to refine and promote its messages and brand in the context of the world's complex problems and to articulate why liberally educated leaders are needed now more than ever. Connecticut College's unique Connections curriculum has been a key factor in its enrollment success and has the potential to engage a broad range of audiences, from the campus community to alumni and friends, the City of New London, the region, and the world in demonstrating why Conn and its educational experience matters. Investing in the success of the curriculum and supporting its maturation is a core strategic priority and promotes student excellence. The College's participation in the New England Small College Athletic Conference (NESCAC) situates the College in a highly competitive and aspirational peer group. Connecticut College can set itself apart by highlighting its considerable distinctions and pursuing impactful initiatives that make a difference to its communities.



Desired Qualifications and Attributes

CONNECTICUT COLLEGE SEEKS a dynamic and visionary leader to join this community in fulfilling its mission, purpose, and aspirations. Strong and effective leadership attributes and extensive knowledge of the financial, fundraising, and academic dimensions of contemporary liberal arts colleges, a deep-seated and practiced commitment to diversity, equity, inclusion, belonging and social justice, and an understanding of the ways in which intense engagement informs and reinforces excellent liberal arts education are also essential. The president will demonstrate prior success working with diverse constituents to solve complex issues utilizing candor, confidence, transparency, emotional intelligence, empathy, and curiosity. The president's leadership will recognize the role every member of the Conn community plays in supporting academic excellence and student success.



In addition, the next president will be:

- A strategic leader, with deep organizational, operational, and financial acumen and the ability to seize new opportunities, plan, and carry out collaborative agendas that move and support a vital future for the College;
- A visionary who will promote Conn as a leader in distinctive liberal arts education;
- A champion for Conn's administrators, faculty, staff, and students, whose accessibility and presence can ensure that all members of the campus community know they are valued, supported, and recognized for their contributions;
- An enthusiastic friend-raiser and ambitious fundraiser;
- An advocate with a track record and commitment to diversity, equity, and inclusion;
- A proponent of sustainability and responsible environmental stewardship with the ability to engage the Conn community in efforts to address the impact of climate change;
- A transparent and inclusive listener with outstanding communication, relationship building, and decision making skills; and
- An adept manager who knows how to communicate clear goals and expectations, assess good work, support professional development, engender trust, and foster leadership at all levels of the organization.



Financial Strength

CONNECTICUT COLLEGE has a well-earned reputation as a top liberal arts institution with prudent financial management. Robust philanthropic support and an endowment per student of more than \$246,000 support the college's strong reputation and strategic positioning.



The College recently completed its *Defy Boundaries* comprehensive capital campaign one year ahead of schedule, raising a record-setting \$317.5 million, exceeding the goal of \$300 million.

Conn continues to attain a balanced operating budget annually, and the College enjoys strong support from alumni, parents, friends and foundations thanks to the exceptional liberal arts education that we offer.

The College's budget totaled \$107.1 million in fiscal year 2022, with a revenue budget of 69.1 percent from student fees (net of aid) and the remaining portion from the endowment, the annual fund, and other sources. Expense allocation was 29.47 percent to instruction, 24.73 percent to institutional, 14.99 percent to student services, 14.93 percent to auxiliary, 14.23 percent to academic, and 1.65 percent to research and public service.



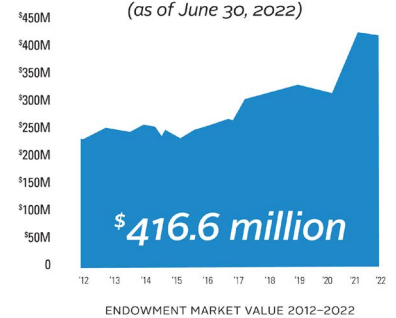
69.1%	STUDENT FEES (NET OF AID)
15.4%	ENDOWMENT
7.6%	ANNUAL FUND
7.9%	OTHER

Conn's endowment is valued at \$416.6 million, with an asset allocation of 43 percent in global public equity, 29 percent in private investment, 17 percent in diversifiers, 10 percent in fixed income, and 1 percent in other.

Moody's Investors Service recently announced Connecticut College's outlook as stable, and reaffirmed its A2 debt rating. According to the Moody's analysis, "the College benefits from a strong academic reputation, very healthy liquidity and generous philanthropic support that further support our rating."

ENDOWMENT PORTFOLIO MARKET VALUE

(as of June 30, 2022)





Connecticut College

FOUNDED IN 1911, Connecticut College is a four-year residential college with a history of excellence in the liberal arts and sciences. The College's mission of "educating students to put the liberal arts into action" has encouraged students, from the very beginning, to combine rigorous academics with real-world experience not just to make a living but to make a difference. The College's bold curriculum, Connections, realizes that mission for the 21st century. Connections is a holistic approach to the liberal arts that unleashes curiosity and promotes complex thinking and problem-solving to prepare students for next-generation success. Students maximize the impact of their academic major by combining it with interdisciplinary study, world languages, off campus learning, guaranteed internships, and other professional development in a personally meaningful pathway leading beyond college. More than 90% of the most recent incoming class said that the comprehensive, integrative vision of Connections was the reason they chose to enroll at Conn. Students at Connecticut College have the opportunity to pursue a pathway or to apply to one of six certificate programs. Programs include museum studies and those offered through the College's five interdisciplinary centers: the Holleran Center for Community Action and Public Policy; the Goodwin-Niering Center for the Environment; the

Ammerman Center for Arts and Technology; the Toor Cummings Center for International Studies and the Liberal Arts; and the Center for the Critical Study of Race and Ethnicity. A sign of its commitment to equity and student success, the College supports the highly endowed Academic Resource Center, providing the necessary support for all students to succeed and thrive. The Walter Commons for Global Study and Engagement allows all students to integrate meaningful international experiences into their pathways or certificate programs. And the Hale Center for Career Development enhances the academic programs of every student with its own four-year curriculum, offering the opportunity to integrate College-funded internships and research experiences into their academic programs in preparation for life beyond college.

The College supports approximately 700 employees, including 180 full-time faculty in 60 academic departments and programs. Excellence in research is evident through the many grants and awards garnered annually by faculty for their scholarship through disciplinary societies and through local, national, and federal foundations, including the National Endowment for the Humanities, the National Science Foundation, the National Institutes of Health, the Social Science Research Council, the

Ford Foundation, the Andrew W. Mellon Foundation, the Sloane Foundation, and many others. The low 9:1 student-to-faculty ratio means students benefit directly from this research, working closely with faculty on research programs and frequently serving as co-authors in faculty publications.

The community as a whole is bound by a strongly held value of shared governance, by high academic standards, by a student-run honor code, and by commitments to environmental stewardship and to full participation. The campus is known for its eclectic and creative mix of artists, scientists, researchers, and activists, with a strong sense of social justice. The College's scholar-athletes compete in NCAA Division III sports through the elite NESCAC. In 2021, the College was crowned NCAA Division III Champions in men's soccer.

The student body is drawn from 45 states and more than 70 countries and supported by generous financial aid, with 29% domestic and international students of color in 2022, an increase of about 30% since 2015. The College's faculty includes 26% U.S. and international faculty of color. Of the 40 faculty hired between 2018 and 2022, almost 50% were faculty of color. Staff at Connecticut College reflect a similar proportionality, with 25% Black and Indigenous People of Color.

Connecticut College's strategic plan, *Building on Strength*, seeks to advance the academic program, enrich residential learning, and elevate the experience of all by making the community more equitable and the College more sustainable. Capital projects completed in the last five years include the renovation of the Charles E. Shain Library; the creation of both the Walter Commons for Global Study and Engagement and the Hale Center for Career Development; and the revitalization of the College's historic art deco theater, Palmer Auditorium, into the Nancy Athey '72 and Preston Athey Center for Performance and Research. Major renewals of the campus center and the athletics complex and the creation of a center for justice are also planned."

Excellent outcomes have been a hallmark of the College from its origins. Princeton Review has repeatedly ranked College's career program among the top 20 in North America. Less than a year after

graduating, Conn's students are well situated for life, with 92% to 95% employed, in graduate school, completing a fellowship, or working in public service programs such as AmeriCorps VISTA. In the last four years alone, seven Connecticut College alumni have been named to Forbes "30 under 30" list, recognizing the world's brightest young entrepreneurs, leaders, and stars. The College is consistently ranked a top producer of Fulbright Scholars and in 2021 it graduated the first Marshall Scholar in its history.

This success is inspired by an exceptional faculty, who win an outsized share of competitive external grants and fellowships every year, from NEH, NIH, Andrew W. Mellon Foundation, Fulbright, Social Science Research Council, Ford Foundation, and more. Excellent teaching is also point of pride. The Joy Schechtman Mankoff Center for Teaching and Learning has been held up by The New York Times as a national model for teaching excellence, and, in the last two decades, four Connecticut College faculty have been honored with "Professor of the Year" awards from the Council for the Advancement and Support of Education (CASE).

Since its founding in 1911, Connecticut College has been sustained by its dedicated staff, who work in a variety of academic and non-academic positions across campus to fulfill its mission. Their contributions are vital to preserving an environment that supports teaching, encourages learning and brings a sense of accomplishment to their fellow employees and students alike. Conn's staff take pride in the excellent service they provide to students, faculty, alumni, visitors, and each other.

The College has more than 30,000 alumni living in all 50 states and more than 100 nations around the world. They have won Academy Awards and Olympic medals; are prominent judges, lawyers, politicians, and scientists; have founded nonprofits whose work changes lives; lead entrepreneurial startups and global corporations; and are internationally known writers, artists, and filmmakers. Represented by the Alumni Association, our enthusiastic alumni play a key role in fostering Conn's success by helping to shape future classes, drive philanthropic engagement, mentor students, connect recent graduates to career opportunities, and more.

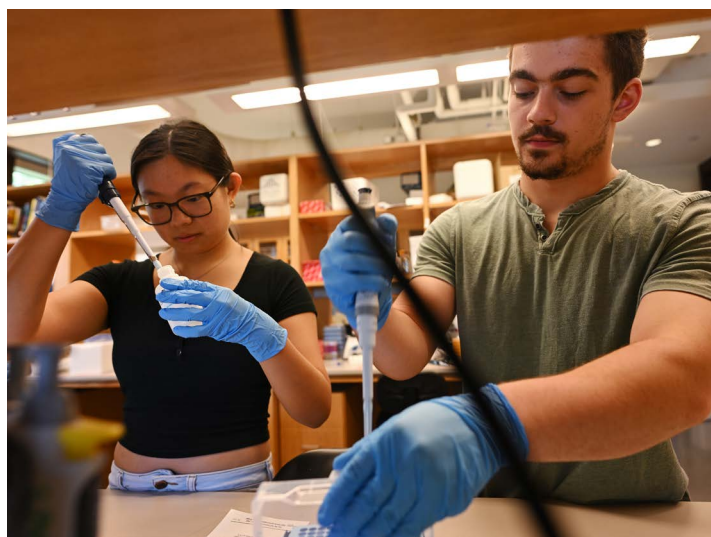
| Diversity, Equity, and Inclusion

CONN'S DIVISION OF EQUITY AND INCLUSION (DEI) is responsible for integrating equity and inclusion in every aspect of the educational, residential, and professional life of the College. The Dean and offices in this division work collaboratively with colleagues across campus to promote a culture of inclusion; implement policies in support of full participation; develop and coordinate programs that address equity and inclusion; and foster conversations to enhance open dialogue and discussion.

Vision: We envision Connecticut College as a diverse, equitable, inclusive, and socially just community.

Mission: The Division of Equity and Inclusion leads in educating and supporting Connecticut College partners on how to embed cultural competency into policies, practices, and campus-wide services. We advocate for social justice in our community and beyond with courage, compassion, integrity, and excellence.

In the spirit of the principle of community participation and belonging, the Connecticut College Equity and Inclusion Action Plan offers an institutional strategy for advancing priorities that create and sustain an environment where all members of the community can flourish and contribute to the flourishing of others. The plan was developed during the 2018-2019 academic year in an open and collaborative process led by the President's Council on Equity and



Inclusion, a representative group that reflects the College's commitment to shared governance. The plan serves as a living document that responds to the changing needs of our community. Therefore, in solidarity with the global Black Lives Matter movement, the plan was updated in June 2020 to include a new set of goals specifically focused on anti-racist education and action.

New London, Connecticut

LOCATED ALONG THE NORTHEAST CORRIDOR equidistant between Boston and New York, New London is a historic port city with a rich Native American and maritime tradition owing to its location on the Thames River and Long Island Sound. Before the arrival of European settlers, it was known as Nameaug, the home the Mashantucket Pequot, the Eastern Pequot, Mohegan, and other Indigenous tribal nations. In the 19th century, the city was a major trade and whaling center and the boyhood home of the great American playwright Eugene O’Neill. In the 20th century, it became the home of Connecticut College, the U.S. Coast Guard Academy, and Mitchell College.



TODAY THE CITY OF 27,000 residents has a progressive culture and a lively music and arts community. The *Providence Journal* once described New London as a “seaside haven with a funky, hipster vibe.” It neighbors many beautiful towns along the Connecticut shoreline — from Niantic to Groton to Mystic to Stonington — offering access to beaches, farms, and outdoor activities. Since the founding of Connecticut College, the City of New London and the College have enjoyed a mutually beneficial partnership that continues to this day. In Fall 2022, the College began supporting a new kind of residential living experience for students in downtown New London, in the newly renovated **Manwaring Building** on State Street.

| Application Process

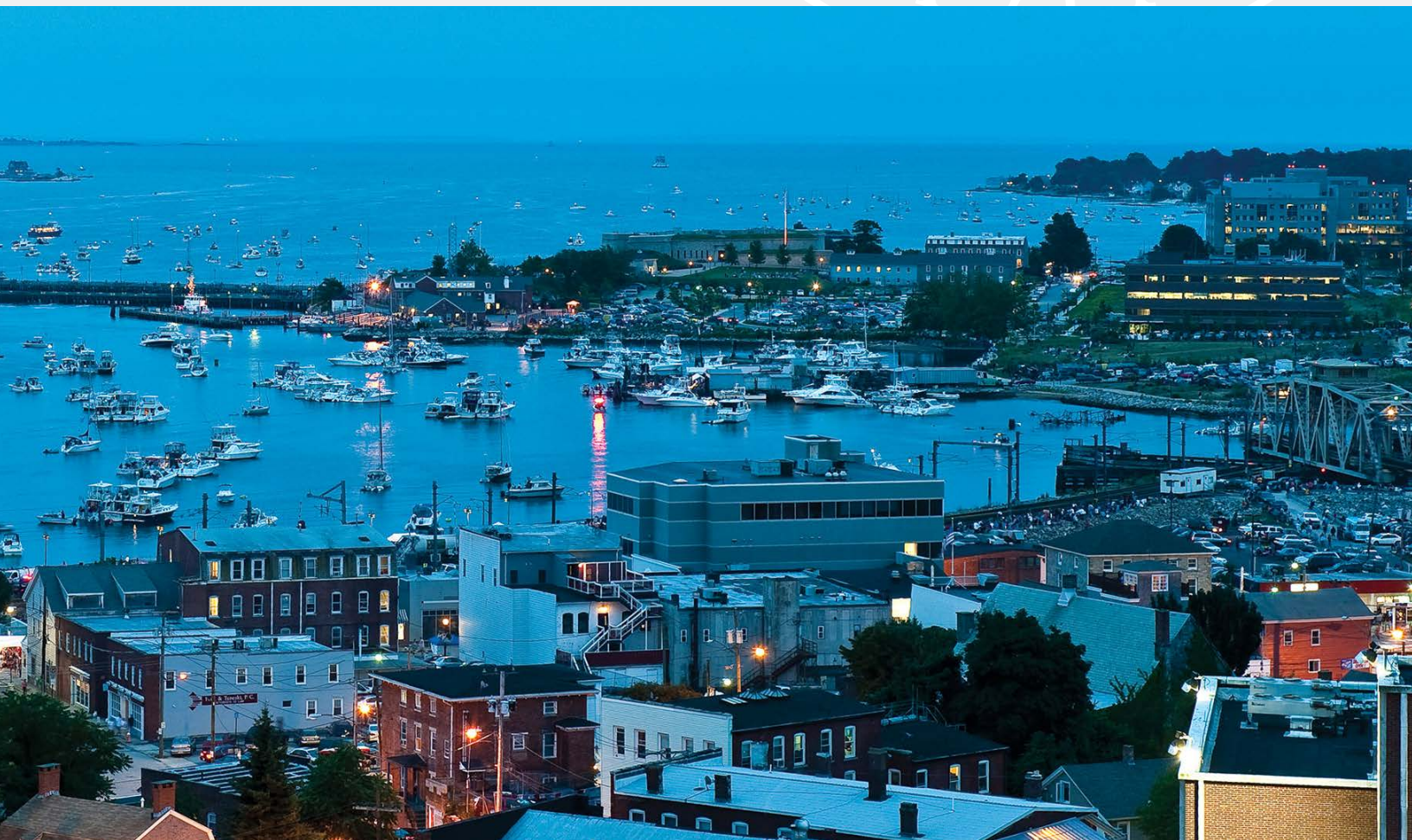
ALL APPLICATIONS, NOMINATIONS, AND INQUIRIES are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time.

WittKieffer is assisting Connecticut College in this search. For fullest consideration, candidate materials should be received by January 8, 2024.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries may be directed to the WittKieffer consultants assisting Connecticut College with this search, Charlene Aguilar, Darrien Davenport, Lucy Leske and Sheila Murphy at ConnCollegePresident@wittkieffer.com.

As a top residential liberal arts college, Connecticut College is committed to creating a vibrant community enriched by diverse perspectives, talents and experiences. We encourage applications from candidates who share this commitment and will contribute to the diversity of our college community. AA/EOE.





CONNECTICUT COLLEGE

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