



REALIZING OUR VISION

A MESSAGE FROM THE PRESIDENT AND CHAIR OF THE BOARD OF TRUSTEES

DEAR FRIENDS,

We are optimistic and excited about Colorado College's future as we continue to invest in our people, place, and program.

Through the generosity of alumni, parents, and friends, the college has raised \$361.8 million toward our \$435 million goal through *Building on Originality: The Campaign for Colorado College*, as of the end of the fiscal year 2019. We also hope that at least 50 percent of our alumni will participate in the campaign, and so far 42.8 percent of alumni have contributed.

Donors are having an impact across the college. Generous gifts are funding scholarships that make Colorado College accessible for high-promise students (read more on page 4). We opened an award-winning library that was designed to support the Block Plan (read more on page 10), and initiated an ambitious performing arts program that is a collaboration between the Fine Arts Center, Colorado College academic departments, and talented alumni and students (read more on page 12).



Our top remaining campaign priorities are fundraising for scholarships and supporting Innovation at Colorado College. We have raised \$58.5 million toward our \$100 million goal for scholarships as of June 30, 2019. Raising \$40 million for an innovation

building as well as Creativity & Innovation at CC will support programming like the Risk Project, Innovators in Residence, and collaborations across the curriculum that foster students' creative confidence (read more on page 8).

MAKING THE PLEDGE

At the beginning of the 2019-20 academic year, we launched the Colorado Pledge, a pilot financial aid program designed to ensure that CC is as or more affordable for Colorado students from low- and middle-income families than the state's flagship public university. Increasing the percentage of Colorado students (currently 15 percent) at CC is a critical objective as the college's sense of place in the West factors prominently in our strategic plan, *The Colorado College Plan: Building on the Block*. Our regional commitment is further affirmed by our alliance with the Colorado Springs Fine Arts Center at Colorado College.

The college has already received more than \$5 million from generous donors to the Colorado Pledge, including those who have joined Susie B's Challenge, a \$2.5 million challenge announced in September 2019 to match new gifts of \$50,000 or more for endowed scholarships. Read more about this challenge on page 7.

BUILDING A NEW HOCKEY HOME

We continue to build excitement about the Edward J. Robson Arena, a multi-purpose, state-of-the-art, sustainable sports facility to be located on the block bordering Dale, Tejon, and Cache La Poudre Streets and Nevada Avenue. Through our partnership with Colorado Springs' City for Champions initiative, our arena is one of four venues designed to strengthen and diversify the economic impact of the Pikes Peak Region's visitor

attractions. The groundbreaking for Robson Arena is set for February 2020, with a projected opening in Fall 2021 (read more on page 15).

In March 2019, Tigers Hockey swept the University of Denver, winning their first Gold Pan since 2014. **Jaden Schwartz '14** returned to CC's Honnen Arena in September to connect and skate with the Tigers before his training camp in St. Louis, and went on to win the Stanley Cup with the St. Louis Blues in June.

We are thrilled that Lesley Irvine has joined the college as vice president and director of athletics. She brings a wealth of experience as a national champion student-athlete, coach of conference-championship teams, and administrator of Division I and Division III athletics programs. Her leadership, vision, and energy are moving Colorado College Athletics forward.

COMMITTING TO ANTIRACISM

Colorado College has developed an Antiracism Implementation Plan to guide CC's ongoing, long-term goal of becoming an antiracist institution. During the 2018-19 academic year, Dr. Roger Worthington of the Center for Diversity and Inclusion in Higher Education led an external review of racism at CC, and we shared his final report with the campus community in May. Over the summer, representatives from the faculty, student body, Board of Trustees, and administration carefully considered the report and its

recommendations. Then, we drafted the college's Antiracism Implementation Plan, with a timeline and metrics for measuring our progress. You can follow our progress and stay engaged through the CC website.

REALIZING OUR VISION

We are inspired by all that has been accomplished through the campaign, and we know that realizing our vision during these final two years requires support from the entire Colorado College community.

We are grateful to every member who is moving our vision for Colorado College forward through generous commitments to the campaign. We need your continued support, through your gifts and by encouraging others to join the effort.

Thank you for all you are doing to support Colorado College!

Sincerely,



JILL TIEFENTHALER P'21, P'24



SUSAN S. BURGHART '77

A COLORADO STUDENT'S PERSPECTIVE

EL POMAR SCHOLARSHIP OPENS DOORS TO CC EDUCATION FOR CHLOE BROOKS-KISTLER '23

*WHILE SHE WAS GROWING UP IN COLORADO SPRINGS,
CHLOE BROOKS-KISTLER '23 NEVER THOUGHT SHE COULD
AFFORD TO ATTEND COLORADO COLLEGE.*

As a high school student, she excelled by producing an award-winning citizen journalist documentary about Teen Court, where she served as a student attorney for cases involving youth offenders.

Her work caught the attention of 91.5 KRCC's Operations Manager Mike Procell, who offered Brooks-Kistler a volunteer position that led to voiceover work for their "Looking Up" programming.

She also completed an associate's degree in political science at Pikes Peak Community College.

Yet, even though she had compiled a prolific record of achievement, Brooks-Kistler never believed she could attend her dream school, Colorado College.

Despite hearing from others that CC was out of her reach, she applied for an

El Pomar Scholarship and was selected. The scholarship covers her tuition, room, and board for four years at Colorado College.

"I've known about this scholarship since I was a kid and my mom told me, 'Chloe, you should go for that scholarship.'"

Receiving the scholarship also was a relief for Brooks-Kistler and her family.

"I have two younger sisters, so I worried about how our family was going to pay for college," she says. "The scholarship from El Pomar really helps. I don't have that stress anymore and now I can completely focus on attending CC and receiving all the opportunities I've been given."

She believes Colorado College will become more accessible for students from families like hers because of the

Colorado Pledge, a pilot program the college launched at the beginning of the 2019-20 academic year that aims to make CC as affordable as the state's flagship university for low- and middle-income Colorado families.

The college also has launched a \$20 million fundraising initiative to permanently endow the Colorado Pledge and extend it beyond the pilot phase. With a funding model in place, the college hopes to grow attendance for students from Colorado.

"Students who grow up in the Springs don't think they can get into Colorado College," Brooks-Kistler says. "The Colorado Pledge is going to open up CC a lot more to them as a possibility."

At Colorado College, she has been selected as a "community engaged fellow," a program that connects students'





“STUDENTS WHO GROW UP IN THE SPRINGS DON’T THINK THEY CAN GET INTO COLORADO COLLEGE. THE COLORADO PLEDGE IS GOING TO OPEN UP CC A LOT MORE TO THEM AS A POSSIBILITY.”

coursework with community-based learning through four years of service. Students who become community engaged fellows are selected in part for their demonstrated commitment to community service.

She continues to work at KRCC as part of her commitment with the Community Engaged Fellows Program. Through the program that partners students with local organizations, she also has explored service with other local organizations, including Citizens Project, which encourages voter registration, and Inside Out Youth Services, which works with LGBTQ youth in the Colorado Springs area.

Although she is still completing her first semester at Colorado College, Brooks-Kistler says that she already feels comfortable at CC and appreciates the experiences the Block Plan provides, like close interactions with faculty and students, in-depth classroom discussions, and an emphasis of focusing on one class at a time. She plans to major in political science and study abroad, perhaps in Italy, the U.K., and Ireland.

“Colorado College is an amazing school and to have this place that provides so many opportunities right in your backyard makes it attractive for Colorado students,” she says.



SUSIE B'S CHALLENGE TO MATCH GIFTS FOR THE **COLORADO PLEDGE**

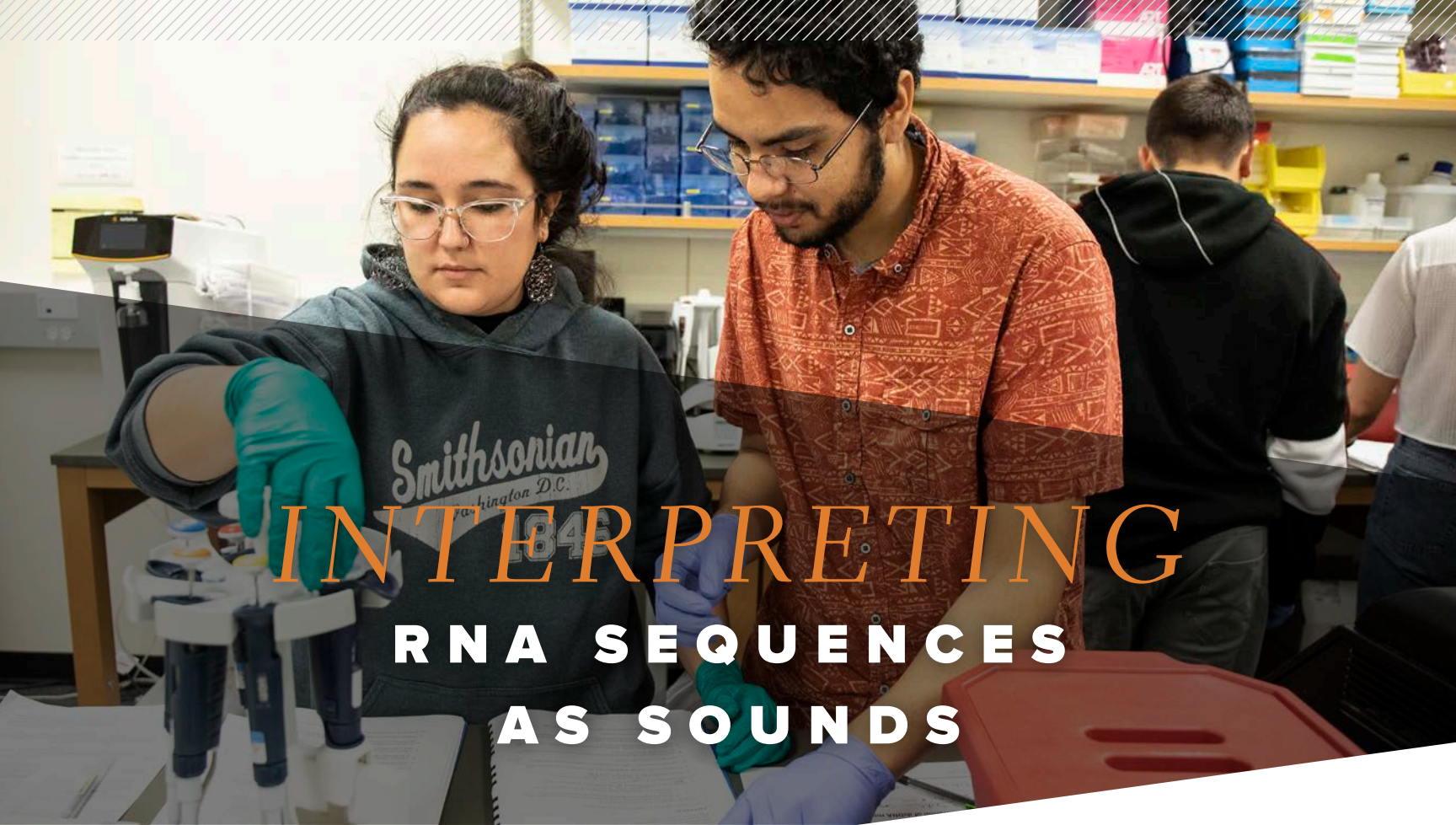
In an effort to help raise funds to permanently endow scholarships for the Colorado Pledge, Board of Trustees Chair **Susie Burghart '77** has generously initiated Susie B's Challenge. Through the challenge, new gifts of \$50,000 and more that are directed to the Colorado Pledge will be matched dollar-for-dollar up to \$2.5 million.

"Our sense of place in the Rocky Mountain West factors prominently into the CC experience. As the only liberal arts college in the region, we need to ensure that Colorado College is financially accessible for students from Colorado," says Burghart.

The college aims to raise \$20 million to enact the Colorado Pledge. Currently, 15 percent of CC students are from Colorado.

In addition to Burghart's commitment, Alumni Association Council member **Susan Burgamy '66** recently established the first scholarship through the Colorado Pledge (see Summer 2019 *Bulletin*). Gifts of any amount can be made to the Colorado Pledge Endowed Scholarship Fund.

To learn more about Susie B's Challenge for the Colorado Pledge, contact **Meghan Yingling** at **(719) 389-6741** or **myingling@coloradocollege.edu**.



INTERPRETING RNA SEQUENCES AS SOUNDS

CREATIVITY & INNOVATION AT CC COLLABORATION LEADS TO NEW WAYS OF THINKING

CREATIVITY, FUN, PLAY, ARTISTIC EXPRESSION. THESE ARE NOT DESCRIPTORS YOU USUALLY HEAR ASCRIBED TO AN UPPER-LEVEL MOLECULAR BIOLOGY CLASS. BUT SARA HANSON'S CLASS MB₃₅₀ LABORATORY IN GENOMICS IS A BIT DIFFERENT.

The class was part of a collaboration with Creativity & Innovation at CC, which seeks to equip students with creative confidence, resilience, and practices of mindfulness to be changemakers in a complex and ever-changing world.

Hanson's Block 4-5 course, taken primarily by upper-level students majoring in molecular biology, as well as some biochemistry and organismal biology and ecology majors, introduces students to laboratory methods in advanced molecular biology and genomics.

This is a rigorous science course. But it's also a course that teaches and values artistic expression and creativity. In the interdisciplinary convergence class, students use RNA sequencing data they obtained to create a graphical score, assign sounds to it using materials available in the lab, and then perform their pieces for the class.

Hanson is assistant professor of molecular biology at Colorado College. She taught the class with the help of **Jessica Hunter-Larsen '90**, associate director of creativity

and innovation at CC; Jane Rigler, flautist, composer, improviser, and assistant professor in the College of Letters, Arts, and Sciences, University of Colorado at Colorado Springs; and Reiko Yamada, composer and sound artist.

The genes in a genome are pieces of information that determine physical traits in an organism. They are expressed first as RNA from the DNA before the RNA is translated into protein, which gives rise to the physical characteristics of an individual.

Above: **Kristie Shirley '20** and **Pedro Antonio Tirado Velez '20** work on their team data before putting it through a sequencing processor.



Anthony Rojas '19 calculates the math and measurements needed to create different chords using test tubes and water for his team's musical composition.

“In my class, the students isolate RNA from yeast cells under different conditions and sequence all of the RNA they extract. This results in millions of very short sequences, which the students then needed to analyze. The students map them to the genome of the yeast, and then count how many sequences map to each gene in the genome and compare these numbers between samples to see which genes have changed their expression due to the conditions of the experiment, and which have not,” says Hanson.

Hanson got to know Hunter-Larsen when she participated in the Visual Cultures Learning Community in the Spring Semester of 2018. Hunter-Larsen led this series of workshops, which focused on developing learning goals and lesson plans based on developing visual learning skills in students. In her position as the associate director of innovation, Hunter-Larsen let Hanson know about sound artist Reiko Yamada's visit to campus in Block 4.

“Since Reiko uses scientific data to create sound and multimedia art pieces, we were inspired to have my students work with the data they created in Block 4 in this way,” Hanson says. “Professor Jane Rigler from UCCS came to lead the class in the activity, getting the students thinking about different ways that musical scores can use graphics to depict sound. She and Reiko then tasked the students to use their sequencing data to create a graphical score, assign sounds to it using materials available in the lab, and then perform their pieces for the class.”

Even though this activity was outside of many of the students' comfort zones, they dove right in, says Hanson.

“We discussed as a class the value of play in helping foster creativity and developing new ways of thinking. I was blown away by the variety of ways the students approached the assignment and interpreted their sequences as sounds.”

OUR VISION FOR AN INNOVATION AND CREATIVITY HUB AT CC

Imagine a building that brings people together and inspires them to reach new heights.

Let our mind dream for a moment. The top-floor tech-free zone is designed to support the practices of logic, mindfulness, and self-reflection with views of Pikes Peak as a backdrop. The second-floor convergence space brings people together — residents, visitors, students, and faculty collaborate while learning and creating. The first-floor changemaker area fosters a solve-the-problem state of being in a space where ideas become reality.

We're raising funds for a building like no other to support our new model for innovation in higher education.

Creativity & Innovation at CC works in curricular and co-curricular areas of the college to develop the essential skills and aptitudes of creativity, creative problem solving, risk/failure/resilience, and mindfulness.

Recent dramatic changes to the CC campus, in combination with an increasing commitment to interdisciplinary and experiential learning, make this a particularly fruitful moment to create a building designed to support exploratory learning. Creativity & Innovation at CC's new building will bring the college together to prepare students to develop creative confidence — an essential skill for their success in our rapidly changing world.

To learn more about this bold vision for our building, contact: **Laura Rosendo '06** at **(719) 389-6270** or **lrosendo@coloradocollege.edu**.



The renovated Charles L. Tutt Library averages 1,800 visits per day, and undergraduate connections with librarians are up 25 percent.

TUTT LIBRARY AWARDS

STACK UP

ONE OF THE FIRST PROJECTS COMPLETED DURING BUILDING ON ORIGINALITY: THE CAMPAIGN FOR COLORADO COLLEGE WAS THE RENOVATION OF CHARLES L. TUTT LIBRARY, COMPLETED IN 2017 WITH \$20 MILLION IN GIFTS FROM GENEROUS DONORS.

The dramatic transformation of this space has garnered attention from far beyond campus, including several notable awards. It's the largest academic library to achieve net-zero carbon emissions. A total of 318 photovoltaic panels and 80 geothermal wells helped make that possible.

In 2017, Tutt Library won the Innovation Award from the National Association of College and University Business Officers in recognition of its status as a carbon-neutral, net-zero energy facility. Earlier this year, the library was one of six libraries that received the American

Institute of Architects/American Library Association Library Building Award for best library architecture and design. The library also won a 2019 Architizer award.

Library Director JoAnn Jacoby believes that several aspects of the renovation appealed to award committees:

- the flexible design of classrooms;
- the addition of large windows; and
- that the number of seats was doubled.

"The renovation has brought campus together as a community to discover, share, and create knowledge," Jacoby

says. "The library is averaging 1,800 visits per day, and undergraduate contact with librarians is up by 25 percent."

Students and faculty from across the disciplines work together in collaborative areas and technology-rich spaces like the Helen and Arthur E. Johnson GIS Lab, Ryan Data Viz Lab, and the Class of 1967 Tech Sandbox. Now, 43 percent of faculty report visiting the library more than they did prior to the renovation, and they credit the library's "open and inviting spaces" for the change.





“WE’RE AIMING FOR A
CAMPUS WHERE THE
ARTS ARE VIEWED AS
AN INTEGRAL WAY OF
EXPERIENCING THE
WORLD.”

A ROLE FOR EVERYONE

OFFICE OF PERFORMING ARTS DEBUT SETS STAGE FOR CHANGE, COLLABORATION, AND CONTINUED EXCELLENCE

WHEN RYAN BAÑAGALE '00 EXITED OLIN HALL ONE EVENING AFTER A CHEMISTRY LAB, HE HAD NO WAY OF KNOWING AN EIGHT-WORD QUESTION WAS ABOUT TO CHANGE HIS LIFE'S PATH.

"I was basically groomed for medicine," Bañagale says. "That had been my whole academic upbringing."

With one slight deviation: He'd taken piano lessons from the age of 5. Other than that, his limbered fingers brushed mostly through science books.

So on that night, after that lab, which he describes as "particularly grueling," this question written in chalk on the bricks greeted him: "Do You Really Love What You are Doing?"

With the emphatic "no," he came to realize he felt more chemistry with music. The next day he enrolled in his first music course, Creating New Musical Theatre.

"That class, almost 25 years ago, set me on the course to be a music and theatre double-major, a composer, an

arts administrator, a music historian, a teacher, and now a director. Once I came to embrace the power of the performing arts in a liberal arts education, I kept moving forward."

His latest step forward came this summer when Bañagale became director of the new Office of Performing Arts at CC.

Bañagale says by CC creating the OPA, the college understands the importance of arts and the role they play in people's everyday lives.

Born from the Colorado Springs Fine Arts Center at Colorado College strategic plan, the OPA's key roles are to make the arts at CC more collaborative, prominent, and accessible — in essence to broaden and strengthen the roles of music, theatre, dance, film, creative writing, and journalism.

"We're aiming for a campus where the arts are viewed as an integral way of experiencing the world," Bañagale says. "Everyone has a role. There are opportunities for students, staff, faculty, alumni, and community members to engage at all levels. We have our public performances, our academic classes, and our student-run groups. People can be a part of the performance or the audience, sometimes both."

Bañagale adds that a few weeks ago, he told all first-year students that the core tenets of the performing arts — improvisation, interpretation, and communication — are skills that apply to all areas of life.

"When people get to observe and learn new ways, get to improvise, interpret, and communicate in performing arts, we witness the true power of the arts."



Professor of Theatre and Dance Tom Lindblade works with the cast of “Spring Awakening” in preparation for their upcoming performance.

That’s one reason **Jaiel Mitchell ’18** is excited about working at the OPA as its first paraprofessional. “At CC, I engaged in performing arts programming at nearly every level and I grew so much. I’m grateful to help curate that atmosphere for other students.”

Another former student, **Nick Stephens ’14**, who has returned to direct music for the Theatre and Music Departments’ production of “Spring Awakening,” says performing arts at CC have moved “so far forward” in the five years since he graduated. He’s also noticed more collaboration.

Bañagale plans to keep moving forward despite the ambiguity that often accompanies new ventures.

“The fact that none of us exactly know where this will all end up is thrilling. We have a strategic plan and a structure, but we’re improvising our way toward what comes next. And that process is something embraced by the performing arts at its core.”

COLLABORATION FLOATS ‘MEN ON BOATS’

A textbook example of robust collaboration at Colorado College is the making of “Men On Boats,” the play that retells the 1869 expedition of the Grand Canyon.

The production marks the first time the Fine Arts Center’s Theatre Company has joined with CC’s Music and Theatre and Dance Departments, says Shawn Womack, associate professor in the Department of Theatre and Dance.

“We came together for the love of a play,” Womack says.

Students also have a role via a CC course called *Men On Boats: Reimagining History Through Collaborative Theatre, Movement, and Sound*. It’s a hybrid class with both academic and hands-on production work.

“The class will directly inform the creative and production choices that bring the play to the stage,” says **Ryan Bañagale ’00**, director of performing arts.

Womack adds that classes in the arts help students address challenges with creativity. “They learn how to imagine new solutions and to be adaptable ... to stay present under difficult conditions, to dive deep, and to be truthful — all excellent skills not only for the workplace, but also for a life well-lived.”

“Men On Boats” will run from April 24 to May 2, 2020, at CC’s Edith Kinney Gaylord Cornerstone Arts Center.

REACHING NEW HEIGHTS WITH EDWARD J. ROBSON ARENA

COLORADO COLLEGE IS PREPARING FOR
THE NEW HOME FOR CC TIGER HOCKEY.

For the first time since its founding in 1938, the CC hockey team will be able to play games on campus. Construction of the Robson Arena is expected to begin with groundbreaking in February 2020; the projected opening is Fall 2021. Gifts from generous donors are making the new arena possible.

TOTAL RAISED

\$35 Million

AS OF OCTOBER 2019



www.coloradocollege.edu/campaign/robson



CC'S ENDOWMENT PERFORMANCE

A REPORT FROM CC'S SENIOR VICE PRESIDENT
FOR FINANCE AND ADMINISTRATION

DEAR FRIENDS,

Colorado College's endowed funds are a significant source of financial support for the college. Your gifts and the careful investment of these funds ensure that the endowment continues to open doors for Colorado College students now and in the future.

The college's well-diversified endowment investment portfolio ended the fiscal year on June 30, 2019, with a 7.2 percent net annual return. By comparison, at the same date, net annual returns for Standard & Poor's 500 index was 10.4 percent, and Barclays Capital Aggregate index was 7.8 percent. During the last 10 years, the college endowment has earned an average of 10 percent annually. Currently, the endowment allows the college to provide an annual payout equal to 5 percent of the calculated value of each endowment, while also maintaining the inflation-adjusted value of the total endowment.

As of June 30, 2019, the Colorado College endowment and perpetual trust market value was \$803 million. The endowment provided a payout of \$34.6 million, which — when combined with annual operating gifts received — provided 20.4 percent of the college's annual budget.

Your generosity continues to make a significant difference and your actions inspire others to be generous as well. Thank you for all you are doing for the college and our students.

Sincerely,



ROBERT G. MOORE P'13

Senior Vice President for Finance and Administration

COMPARATIVE DATA TOTAL RETURNS

TIMELINE	COLORADO COLLEGE AS OF JUNE 30, 2019	STANDARD & POOR'S 500 INDEX	BARCLAYS U.S. AGGREGATE
1 YEAR	7.2%	10.4%	7.8%
5 YEARS	6.1%	10.7%	3.0%
10 YEARS	10.0%	14.7%	3.9%
20 YEARS	7.3%	5.9%	4.9%

Source: Monticello Associates June 30, 2019 Report

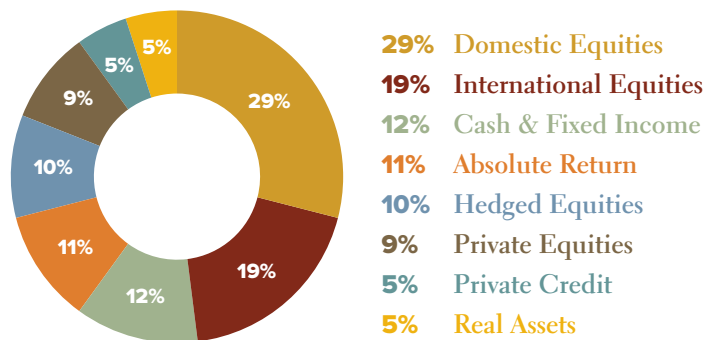
U.S COLLEGE & UNIVERSITY AVERAGE ANNUAL RATE OF RETURN

ENDOWMENT AMOUNT	10 YEAR
> \$1 Billion	6.0%
\$501 Million - \$1 Billion*	5.6%
\$251-\$500 Million	5.7%
\$101-\$250 Million	5.6%
\$51-\$100 Million	6.0%
\$25-\$50 Million	6.0%
< \$25 Million	5.8%

*Colorado College's endowment is in this group.

Source: 2018 National Association of College and University Business Officers and Commonfund Institute Study of Endowments

ENDOWMENT PERFORMANCE ALLOCATION

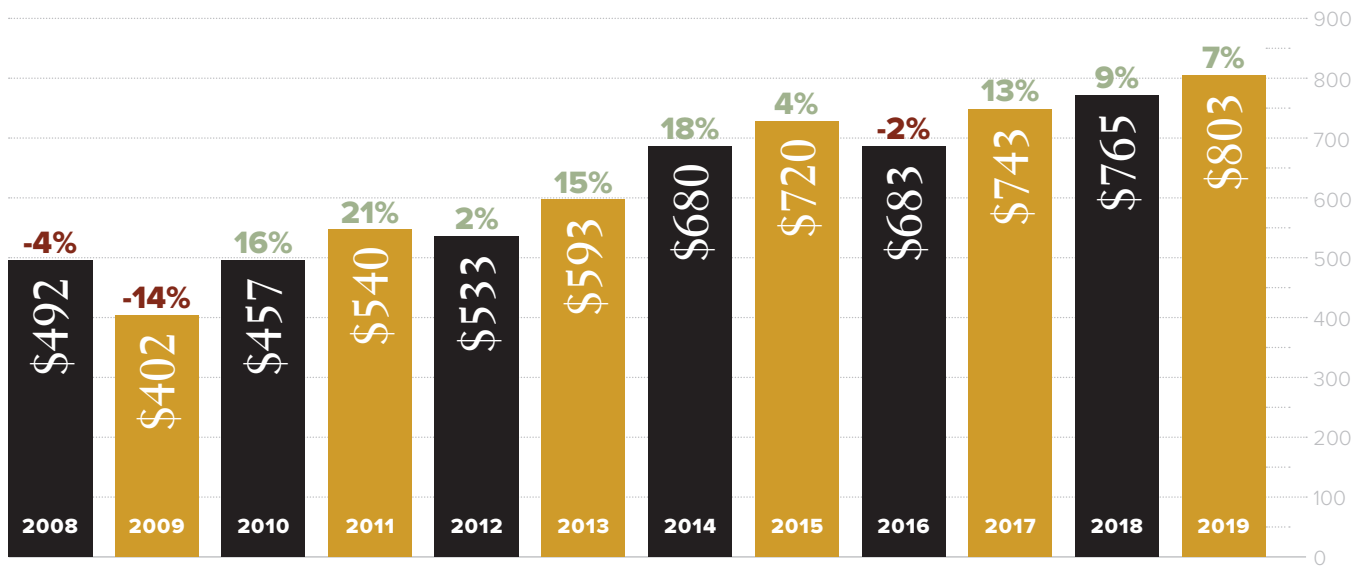


HOW COLORADO COLLEGE MANAGES ITS ENDOWMENT

The college's endowment is overseen by the Colorado College Board of Trustees Committee on Investments in accordance with college policy, Unified Prudent Management of Institutional Funds Act, and the rules of prudence. The committee seeks superior investment returns through strategic asset allocation and professional investment management. The committee monitors the 31 external investment firms that manage the college's assets and makes changes when appropriate to rebalance the college's portfolio, with guidance from Monticello Associates, the college's investment consultant.

ENDOWMENT PORTFOLIO MARKET VALUE AND INVESTMENT RETURN

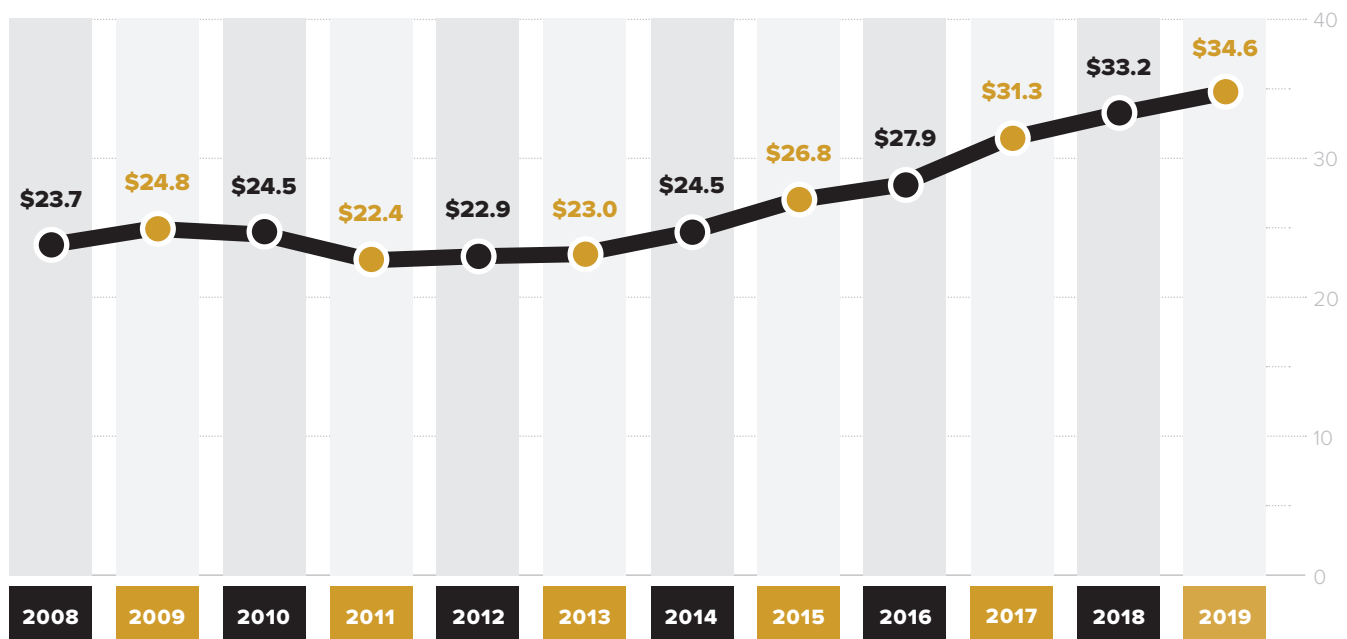
(In Millions)



Market value amounts (in millions) include market return, gifts received, payout, and fees.
Percentages include trust investments and solely represent investment returns.

TOTAL FISCAL YEAR PAYOUT

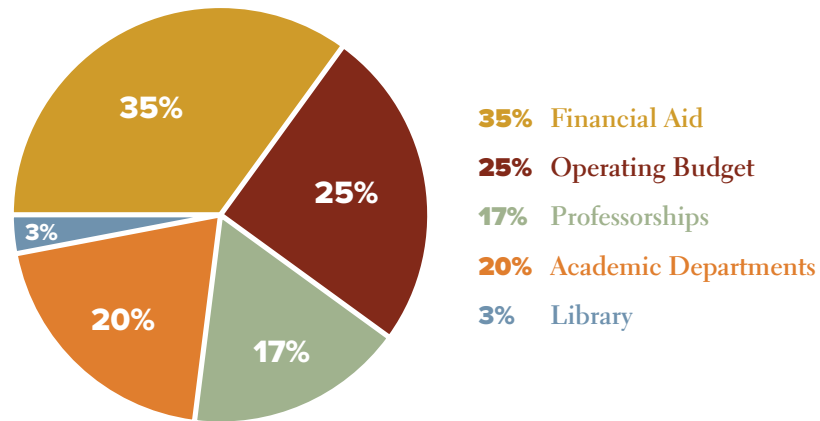
(In Millions)



HOW SPENDABLE INCOME IS CALCULATED

The college's Board of Trustees develops a spending policy that balances the current needs of the school with the prudence of saving for the future. The policy defines how spendable income is calculated for the college's overall endowment portfolio. These funds are vital to the support of scholarships, professorships, research, the library, and other academic programs and operations.

COLORADO COLLEGE FISCAL YEAR 2019 ENDOWMENT SPENDING



ENDOWMENT PER STUDENT

HOW COLORADO COLLEGE STACKS UP TO PEER INSTITUTIONS

COLLEGE	ENDOWMENT PER STUDENT (2018)*	OVERALL ENDOWMENT IN MILLIONS (2018)**
BOWDOIN COLLEGE	\$901,531	\$1,628
HAMILTON COLLEGE	\$514,773	\$964
DAVIDSON COLLEGE	\$457,559	\$822
MIDDLEBURY COLLEGE	\$446,976	\$1,124
COLBY COLLEGE	\$440,667	\$828
CARLETON COLLEGE	\$429,581	\$878
WHITMAN COLLEGE	\$382,942	\$561
COLORADO COLLEGE	\$363,357	\$765
MACALESTER COLLEGE	\$361,868	\$768
LAFAYETTE COLLEGE	\$329,618	\$831
COLGATE UNIVERSITY	\$324,931	\$935
WESLEYAN COLLEGE	\$317,830	\$990
COLLEGE OF THE HOLY CROSS	\$270,903	\$784
KENYON COLLEGE	\$244,312	\$414
BATES COLLEGE	\$177,292	\$316
PITZER COLLEGE	\$136,024	\$141

*The endowment per student is the overall endowment as reported by National Association of College and University Business Officers (NACUBO), divided by the number of undergraduates cited in the Common Data Set.

**Source: 2018 NACUBO and Commonfund Institute Study of Endowments

COLORADO COLLEGE

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