



President

Claremont McKenna College
Claremont, California

Crescit cum Commercio Civitas

“Civilization Prospers with Commerce”

-Claremont McKenna Motto-

“Claremont McKenna College's mission is to prepare students for thoughtful and productive lives and responsible leadership in business, government, and the professions.”

-Mission Statement-

THE SEARCH

The Board of Trustees and the Presidential Search Committee seek the next President of Claremont McKenna College (“CMC” or “the College”). Throughout its history, CMC’s unwavering commitment to its founding vision and focused [mission and principles](#) has powered its evolution, growth, and success. Claremont McKenna College’s mission is to prepare students for thoughtful and productive lives and responsible leadership in business, government, and the professions.

CMC alumni have excelled across a wide range of fields—rising to leadership roles in government, finance, industry, law, and academia, while also distinguishing themselves as scientists, entrepreneurs, authors, clergy, military officers, and diplomats. This breadth of accomplishment reflects the College’s commitment to cultivating principled, pragmatic leaders and has helped establish CMC as one of the nation’s premier liberal arts institutions.

The CMC mission is rooted in what the founders called the “Original Idea,” which was that CMC would provide an education “rationally balanced to meet the political, economic, social, and cultural needs of students so as to prepare them for tomorrow’s world of affairs.” They envisioned CMC as a residential liberal arts college distinguished by its focused academic program and commitment to responsible leadership and research. Although this commitment is not unique -- all liberal arts colleges aspire to train

responsible leaders—CMC is unique in how it implements this vision, embodied in the four key pillars of a CMC education:

The first pillar is the *focused curriculum*, with long-standing distinction in two key departments: the Robert Day School of Economics and Finance (RDS) and the Government Department. These departments, with over 30 tenured and tenure-track faculty in RDS and 25 in Government, are significantly larger and better resourced than their counterparts at traditional liberal arts colleges and offer courses and opportunities that have not conventionally been part of a liberal arts education. These curricular offerings prepare students to engage deeply with public and private sector challenges.

The second pillar is a *robust general education (GE) experience* for all CMC students. CMC's GE requirement includes courses across the social sciences, natural sciences, and the humanities plus a required thesis. CMC has approximately 20 majors, and roughly 40% of CMC students opt for a Dual or Double Major. This broad liberal arts foundation, CMC believes, is key to developing capacities for open inquiry, critical thinking, adaptation, integration, and moral reasoning that are necessary for responsible leadership.

The third pillar is a *commitment to research*. This commitment is embedded in the faculty culture, which takes seriously the teacher-scholar model and the emphasis on independent, original student research. CMC's commitment to research is manifest in its on-campus research institutes, centers, and laboratories. Students and their faculty mentors undertake projects that are often externally facing, involving community partners and clients. CMC's research culture builds bridges between the intellectual discoveries of the classroom and the practical applications for the public and private sectors.

The fourth pillar is exemplified in *CMC's Open Academy* and its associated Marian Miner Cook Athenaeum. It reflects CMC's commitments to freedom of expression, viewpoint diversity, and constructive dialogue. The Open Academy is based on the principle that our differences should not divide us. By bringing together students, faculty, and outside speakers with a wide range of backgrounds and beliefs, CMC aspires to engage students with perspectives they may not share and to adapt and grow from that engagement. The goal is to provide them with skills so that they may eventually lead with conviction, compassion, and humility.

The next President will join the CMC community at an exciting moment in its history. The College recently completed a record-setting capital campaign, exceeding \$1 billion. CMC has recently launched the Kravis Department of Integrated Sciences, a pathbreaking program that provides every student with foundational computational literacy and uses real-world socio-scientific challenges to integrate chemistry, physics, and biology. Integrated Sciences majors will engage with a novel curriculum that blurs the lines between traditional disciplinary boundaries to develop creativity, curiosity, and competence. When the new Robert Day Sciences Center opens in the fall of 2025, it will house a program designed to provide leaders in our economy and society with the essential tools necessary in this technological age. Over \$400

million was raised in the recently completed capital campaign to support this effort. Integrated Sciences adds yet another distinctive dimension to a CMC education.

CMC seeks a President who will continue to strengthen the institution academically and financially, while continuing to champion the College's commitments to freedom of expression and viewpoint diversity. The incoming President will oversee several exciting accomplishments in the coming years, including driving the success of the new Kravis Department of Integrated Sciences and the Campus Master Plan, which doubles the footprint of the College. In addition, the President should remain open to potential future endeavors. The President will address the following key opportunities and challenges:

- Strategically advance CMC and reinforce its distinctiveness with a focus on its mission;
- Work in sync with a strong and highly engaged Board to execute the existing programmatic and campus goals while mapping a plan for the next decade;
- Continue to secure external funding and the resources necessary to achieve the College's many ambitions;
- Continue to successfully enroll students who are best able to contribute to and benefit from a Claremont McKenna College education;
- Strengthen the College's academic position within academia by supporting the recruitment and retention of a highly distinguished faculty;
- Nurture a campus environment that is characterized by diversity of thought and openness to new ideas;
- Serve as a strong leader who effectively develops and leverages the talents of the senior executive team;
- Represent the College externally to promote CMC's strengths and values.

A list of the desired qualifications and characteristics of the President can be found at the end of this document, which was prepared by the Presidential Search Committee with the assistance of Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document. More information about the College can be found in the Appendix.

ROLE OF THE PRESIDENT

The next President of CMC will build on the College's strong momentum, ensuring that it continues to prepare students for thoughtful and productive lives and responsible leadership in business, government, and the professions.

As the Chief Executive Officer, the President will work closely with the Board to determine the overall management and direction of the College; establish a vision to lead the institution forward; develop and maintain relationships with diverse constituents, both internal and external; raise funds and develop new sources of revenue to support the College's ambitions; and serve as the external face and voice to represent the College within the Claremont College's Consortium as well as to both national and international communities. CMC will need to stay true to its mission during a demanding time in higher education, and the President will be critical in this work.

The President will be supported by the Executive Cabinet: the Vice President for Academic Affairs and Dean of Faculty; Executive Vice President and Chief Operating Officer; Vice President for Advancement; Vice President and Chief Investment Officer; Secretary of the College; Vice President of Campus Planning and Capital Projects and Special Counsel; General Counsel; Vice President for Student Affairs; Vice President for Human Relations and Chief Diversity Officer; Vice President of Business and Chief Financial Officer; Associate Vice President for Admission and Financial Aid; and Associate Vice President for Strategic Communications and Marketing. Additional support personnel include the Special Assistant to the President and the President's Office Administrative Assistant.

A successful President will make connections to the Claremont McKenna College community. The President must reach out across the campus to forge meaningful working relationships with the Board, faculty, students, staff, and other senior administrators, alumni, and parents. The President will model the College's core values, affirmed by the Board of Trustees in 2017: adaptability, balance, character, citizenship, community, contribution, creativity, diversity, education, health, impact, knowledge, leadership, pragmatism, resilience, responsibility, service, support, and thoughtfulness. As a visible presence on campus, the President must become widely known as a leader and role model for the student body and campus community.

KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT

Strategically advance CMC and reinforce its distinctiveness through a clear focus on its mission

Claremont McKenna College has chosen a unique approach to implementing a liberal arts education with its emphasis on leadership and practical preparation for the professional world. It promotes faculty and student scholarship at the highest level and fosters open critical inquiry. Parents, applicants, students, and alumni appreciate how CMC's approach helps its students begin successful, meaningful lives and careers. The new President will maintain and strengthen the College's values.

The President should build upon existing strengths and initiatives as a foundation for future excellence. They will be responsible for articulating and sharing the story of CMC as it stands today and as it aspires to evolve in the future. This requires a commitment to maintaining continuity in major initiatives while seeking future possibilities informed by societal changes. The President must be an effective listener and communicator. They must also develop a deep appreciation for CMC's unique qualities.

Work in sync with a strong and highly engaged Board to execute the existing programmatic and campus goals while mapping a plan for the next decade

A new President must work effectively and transparently with CMC's large and highly dedicated Board of Trustees. The level and quality of Board engagement and support are key assets of the College, and having an effective and rewarding working relationship with the Board will require relationship-building with individual Board members and the ability to maintain ongoing, open, and reciprocal communication with the Board as a whole. A close partnership with the Board will help the President guide CMC into the future. Additionally, the President will work closely with the chair of the Board of Trustees to ensure board governance processes are effective.

Continue to secure external funding and the resources necessary to achieve the College's many ambitions

As the key external face of the institution, the President will lead the College's fundraising activities in support of existing initiatives and future ambitions. Following a highly successful capital campaign, the next President will have a unique opportunity to build on this momentum and further elevate CMC's philanthropic profile. In addition, as the costs of higher education continue to rise, particularly at resource-intensive institutions such as CMC, the President must also secure resources to support CMC students beyond financial aid grants alone.

The President will build upon and strengthen the College's historically strong philanthropic support from alumni and friends. A central part of this responsibility will involve cultivating a new generation of CMC alumni who are poised to increase their giving, while also maintaining and deepening relationships with existing donors. One of the President's first key hires will be a Vice President of Advancement to support these efforts.

Continue to successfully enroll the students who are best able to contribute to and benefit from a Claremont McKenna College education

Claremont McKenna attracts an excellent student body. Its reputation for providing a practically oriented liberal arts education and a superb student experience attracts increasingly strong applicants. One of CMC's strengths is that it provides students with greater career support than most larger colleges and universities ([see the Soll Center](#)). Another strength is that students are offered exceptional, hands-on training from faculty who know them personally. The next President will ensure that the College continues to attract and enroll an engaged and highly accomplished student body.

Strengthen the College's academic position within academia by supporting the recruitment and retention of a highly distinguished faculty

As the College's Chief Academic Officer, the President must work in close partnership with the Vice President for Academic Affairs and Dean of Faculty to help determine academic priorities, including broad strategic choices regarding faculty recruitment, development, and retention. The President will communicate these ideas to the Board of Trustees to find and allocate the necessary resources to implement these priorities. Such priorities include strengthening CMC's core programs (such as Economics and Government), its new endeavors (including the Kravis Department of Integrated Sciences), and the research institutes, centers, and laboratories that provide important and enriching opportunities for faculty and students alike.

Nurture a campus environment that is characterized by diversity of thought and openness to new ideas

The principles of CMC emphasize freedom of expression, viewpoint diversity, constructive dialogue, and institutional neutrality. The President must embrace these principles and work to keep the intellectual climate lively, open, and diverse. As the face of CMC, the President will need to be comfortable serving as a leader of the ideals represented in the Open Academy. This important work should continue to grow under the leadership of the next President.

Serve as a strong leader who effectively develops and leverages the talents of the senior executive team

The President will inherit an excellent senior leadership team that formulates and implements actionable short- and long-term plans, assumes responsibility, effectively delegates and works in collaborative pursuit of common goals. The President will be expected to delegate day-to-day operations to this leadership team, thereby allowing the President to lead and serve as a unifying force for the broader CMC community.

Represent the College externally to promote CMC's strengths and values

Leadership is a defining element of CMC's mission and culture. The President is expected to be not just a leader on campus, but also to be a leader in the Claremont Colleges Consortium and in higher education. CMC is part of The Claremont Colleges Consortium (TCCC), a distinctive model in U.S. liberal arts education where member colleges share resources and administrative services. The President of CMC serves as a member of the board of TCCC and often chairs sub-committees, project groups and initiatives. This responsibility serves not only the interests of CMC, but also strengthens the governance, financials, reputation and resources of the TCCC members. Externally the President holds representative positions on various national boards. For example, the President represents CMC on the NCAA Division III Presidents Council. Such leadership opportunities increase CMC's visibility as a top academic institution.

QUALIFICATIONS AND CHARACTERISTICS

Claremont McKenna College seeks a President whose intellectual vigor and proven experience will inspire confidence in the community. The Search Committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following qualities and characteristics:

- A deep understanding of and commitment to the liberal arts and the undergraduate liberal arts experience, coupled with an appreciation of CMC's unique mission to educate its students for responsible leadership in business, government, and the professions;
- Proven efficacy in working with a highly engaged governing board, as a group and as individuals; experience in building and maintaining an engaged and supportive Board;
- A demonstrated ability to develop a strategic vision and have the management expertise to execute that vision in a practical and inspiring way;
- A record of building and maintaining external relations and advancing an organization's profile and reputation regionally, nationally, and internationally;
- A history of recruiting, developing, and retaining a world-class faculty; a strong appreciation of and experience with the academic world, its scholarly values, and professional culture;
- A demonstrated respect for academic freedom and diversity of opinion on key social and political issues;
- A talent to lead productive fundraising in an academic environment; an established background of fundraising success and campaign experience is highly desired;
- A record of successful administrative leadership, including oversight and recruitment of senior leaders;
- An ability to be a gifted communicator in diverse settings, ranging from large groups to one-on-one interactions;
- A capacity to connect with and relate to members of the CMC community on a personal level; an excellent listener who can build strong relationships and maintain open, accessible lines of communication with students, faculty, staff members, alumni, and parents;
- An ability to help lead the College in a discussion about the role of the liberal arts and undergraduate education in an evolving national context.

LOCATION AND COMPENSATION

Located on the eastern border of Los Angeles County, just 30 miles from downtown Los Angeles, Claremont is a classic college town. With a size of 14 square miles and a population of around 35,000, Claremont is a primarily residential town boasting tree-lined streets, historic buildings, and nearly 2,000 acres of public parkland, most of which is wilderness. Nestled in the foothills of the San Gabriel Mountains, Claremont has been nationally recognized for its pleasant quality of life. The city was rated by CNNMoney as among the top places to live in the country and received the Tree City USA award from the National Arbor Day Association. To learn more about Claremont and the surrounding areas, please see www.discoverclaremont.com.

The anticipated salary range for the position is \$600,000-\$700,000. The president is provided with and required to live in the President's home in Claremont, adjacent to campus.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/claremont-mckenna-college/president>. Electronic submission of materials is strongly encouraged.

David Bellshaw, Jaime Morgen, Drew Nichols, and Salem Adisu
Isaacson, Miller

In addition to its commitment to a harassment-free educational and working environment, Claremont McKenna College is an equal employment opportunity employer. The College is committed to a policy of equal employment opportunities for all applicants and employees and complies with all applicable state and federal laws on the matter. The College does not unlawfully discriminate on the basis of race, color, religion, sex (including gender, pregnancy, childbirth, or related medical conditions), gender identity, gender expression, national origin, ancestry, age, physical disability, mental disability, medical condition or medical leave, marital status, sexual orientation, or any other category protected by law. The College also prohibits the harassment of any employee on any of these bases.

APPENDIX – ABOUT CLAREMONT MCKENNA COLLEGE

In 1947, Claremont Men's College was founded to support veterans returning from WWII. CMC was the third undergraduate institution in the Consortium, following Pomona College and Scripps College. The intellectual framework for the men's college was summarized as: "There is no incompatibility between an education planned for specific types of leadership and an education designed to develop a liberally informed mind... In fact, real leadership presupposes the latter, and, in turn, a liberally informed mind can find no more satisfying vocation than in such leadership."

The College's vision that a liberal arts education serves as the basis for leadership has been consistent throughout CMC's history. By the start of the 21st century, CMC was established as a top national liberal arts college, with a faculty of leading teacher-scholars and an accomplished base of alumni committed to the College's success. In the 2000's CMC made several leaps forward. After raising \$635 million by 2013 (one of the largest liberal arts college campaigns to date), older facilities were replaced with new, architecturally significant ones, including the Kravis Center academic complex and the Roberts Pavilion athletics, events, and recreation center. Enrollment expanded from 1,000 students in 1999 to nearly 1,400 students today, and, as a result, faculty expanded to maintain a student-centered approach to teaching.

Since 2013, CMC has been led by President Hiram Chodosh, an exceptional leader who has helped CMC excel across several important domains, including dramatic results in access and affordability, low debt, expanded experiential and advanced research programs, strong job placements, and the financial strength of the institution. He spearheaded the \$1 billion+ fundraising initiative and the Integrated Sciences initiative. During his tenure, CMC has also been recognized nationally for its commitments to freedom of expression and the high quality of an integrated student life and rigorous academic experience.

Academics

CMC employs a faculty of 172 full-time research-active teacher-scholars: 81% of full-time faculty hold tenure or tenure-track positions, and 99% hold terminal degrees. The average class size is small, typically no more than 18 students, and the student-to-faculty ratio is 8:1. Students cite the accessibility of the faculty and their eagerness to teach engaged students in their field, regardless of major, as a large and compelling aspect of campus life. Additionally, CMC is home to dedicated staff and administrators who work together to provide students with exceptional support and opportunities.

Today, CMC offers a Bachelor of Arts degree in 23 majors from 10 academic departments, a BA/MA program (with BAs in economics and accounting and an MA in finance), and a 3+2 Combined Program with Engineering Partner Schools. Additional majors are available in cooperation with the other Claremont Colleges. The most popular CMC majors include Economics, Government, Psychological Science, International Relations, and Philosophy, Politics & Economics (PPE).

CMC has two flagship departments: The [Robert Day School](#) of Economics and Finance (RDS) and the Government Department. RDS provides aspiring leaders with the opportunity to focus their

undergraduate and graduate studies on economics, accounting, and finance in a liberal arts setting. RDS also prepares students for leadership roles in business, finance, government, and not-for-profit organizations. It offers majors in Economics and Economics-Accounting that are designed to serve a variety of student educational objectives, as well as a BA/MA Program in Finance. Students are also involved in numerous leadership development activities through the [Financial Economics Institute](#) (e.g., the Student Investment Fund), the [Lowe Institute for Political Economy](#), the [Randall Lewis Center for Innovation and Entrepreneurship](#) and off-campus programs. The Government Department allows students to gain skills for careers in law and public affairs, and to serve as elected officials, political aides, corporate public affairs officers, diplomats, journalists, military officers, policy consultants, and nonprofit advocates. It offers majors in Government, International Relations, and Public Policy. Many students are active in CMC's research institutes as research assistants, writers, and editors, and receive opportunities for off-campus and international policy-related experiences. These institutes include the [Keck Center](#), [Salvatori Center](#), [Rose Institute](#), [Policy Lab](#), [Kravis Leadership Institute](#), [Mgrublian Center for Human Rights](#), and the [Roberts Environmental Center](#). In addition to RDS and Government, all CMC departments provide students with the analytical, quantitative, and communication skills needed to launch successful careers.

CMC has built a range of educational programming beyond traditional coursework. In addition to the [Psychological Science](#) and KDIS laboratories, 11 [research institutes and centers](#) provide students with opportunities to collaborate with faculty to a degree normally only found at the graduate level. More than half of CMC students are connected to an institute or laboratory each semester, and most receive a stipend for their work. In so doing, CMC students, as undergraduates, are afforded opportunities unparalleled at liberal arts colleges. The high quality of research at CMC, coupled with the presence of the institutes, helps to shape intellectual life on campus.

Embedded in the fabric of CMC is the nationally recognized [Open Academy](#), which works to develop a critical response to the educational imperative of our time: overcoming what seems to divide us to solve the world's most challenging problems. The College champions commitments to freedom of expression, viewpoint diversity, and constructive dialogue, recognizing that only the enduring interrelation of these practices—none in isolation—can uphold civil society. Launched in 2018, the Open Academy's programs give students tools and opportunities to listen respectfully, ask incisive questions, and engage with greater curiosity, openness, and intention. The breadth and depth of CMC's efforts are distinct among its peers and offer a clear path forward amidst the landscape of politicization and division within higher education.

The [Marian Miner Cook Athenaeum](#) (the "Ath") is a signature program intimately connected to CMC's Open Academy. Centrally located on campus, the Ath is CMC's forum for dining and dialogue. Four nights a week during the academic year, the Ath brings scholars, public figures, leaders, artists, and innovators to engage with the CMC and Claremont College community. Over the last eight years, 700 speakers have been welcomed to the Ath. A typical Ath Speaker Series event includes a dinner for up to 120 attendees—free for students, faculty, and staff of the Claremont Colleges—as well as a presentation from the speaker and a question-and-answer session. Notably, the student-led question-and-answer sessions are robust and are frequently cited by speakers as a defining characteristic of their visit to CMC. Moreover, speakers

often take extra time to visit a class, meet with student interest groups, or give an interview to the student press and podcast team.

Claremont McKenna College is committed to institutional neutrality. To ensure the full freedom of faculty, students, and staff to express their views, the College refrains from establishing partisan institutional positions that are not directly related to its educational mission. In 2023, CMC's Board of Trustees endorsed the University of Chicago's [Kalven Report](#) as consistent with this [Statement in Support of Institutional Nonpartisanship](#).

Students

Over time, CMC has expanded its reach and reputation. Today, CMC is home to 1,388 undergraduates, representing 47 states and 45 countries. For the class of 2028, CMC had an admit rate of 9.5% and a yield rate of 53.8%. CMC received 6,529 applications; 626 of those students were admitted, and 337 chose to enroll. CMC boasts proven outcomes; its freshman retention rate is 98%, with 91% of students graduating in 6 years, and it is ranked #1 by *Forbes* among liberal arts colleges for value and return on investment. While at CMC, approximately 90% of students participate in internship programs, more than 60% conduct research with faculty, and about 40% participate in off-campus study. Within 6 months of graduation, 96% of CMC graduates are employed or in graduate school.

The College emphasizes a holistic admission process that highlights an applicant's academic and leadership achievements and commitment to CMC's values. The College has always ensured that CMC is accessible and affordable so that all students are admitted on the basis of their individual merit, potential, and leadership promise.

Expanding student opportunity is one of CMC's core priorities. CMC has removed financial barriers through its meet-all-need commitments. This includes several signature scholarships—most notably, the Frank Seaver Leadership full-tuition scholarship; the McKenna Achievement Award, a merit scholarship of \$15,000 given to entering first-years; and generous opportunities to join one of 11 distinctive Scholar Communities, experiential learning cohorts created to support students in a variety of disciplines and academic fields. CMC also provides guaranteed funding for a first-year summer experience or internship—with stipends ranging from \$5,000 to \$7,300 for those who have summer savings obligations—and additional financial assistance beyond the cost of attendance (books, family travel, emergency funds, equipment and supplies) to those most in need through the Kravis Opportunity Fund. Additionally, the Robert Day Scholars Program provides merit-based tuition scholarships to approximately 25 undergraduate and 20 master's students who pursue coursework combining economics, accounting, finance, and leadership studies.

Athletics at CMC combines student-athletes from Claremont McKenna, Harvey Mudd, and Scripps Colleges to form joint CMS teams for men and women. Though fitness and recreation have always been important to the CMC experience (physical education is a GE requirement), CMS Athletics is highly competitive in NCAA Division III, with several teams typically in contention for national championships.

Since 2016, CMC's "top ten" NCAA Division III student-athletics program has produced eight national championship teams.

The Claremont Colleges

CMC operates within the Claremont Colleges Consortium and enjoys a close association with its sister institutions: Pomona, Scripps, Harvey Mudd, Pitzer, Keck Graduate Institute, and Claremont Graduate University. The Colleges reside adjacent to each other in an approximate 2-mile radius. Students and faculty move freely among them for classes and projects. The ability to provide students with extra breadth by virtue of their ability to cross-register has allowed CMC to focus its resources on a narrower set of priorities. It has also been crucial for faculty in smaller departments to be able to network with peer faculty at the other colleges. Students broadly take advantage of the opportunities afforded by the consortium; 96% of CMC students cross-register for at least one course.

The Claremont Colleges Services (TCCS) is the central coordinating and support organization. With approximately 300 employees who provide expertise in a broad range of roles, TCCS serves over 8,000 students and 3,200 faculty and staff through more than 30 shared programs and services, including Honnold Library and Consortium Libraries, Monsour Counseling & Psychological Services, Student Health Services, Health Education Outreach, Chaplains Office, Queer Resource Center, EMPOWER Center, Chicano/Latino Student Affairs, Office of Black Student Affairs, and the Student Disability Resource Center.

Development and Finance

CMC is financially secure, with a current endowment value of \$1.24 billion as indicated in the College's 2024 financial report. This allows the College to provide generous financial support for students, academic programs, and institutional priorities. The CMC endowment per student is roughly \$900,000. The annual operating budget for 2025-2026 is \$161,000,000.

Every year, thousands of alumni, parents, students, and friends contribute to the College. These gifts support all aspects of the CMC experience. In 2023, CMC completed its [Campaign for Responsible Leadership](#) with a record-breaking total of over \$1 billion, the largest ever fundraising campaign for a liberal arts college. Over 12,000 donors representing 65% of alumni supported the campaign with new gifts and commitments:

1. Honoring our Leadership Mission: \$370,000,000 was raised, endowing Claremont McKenna's distinctive model of undergraduate education for future generations.
2. Preparing Leadership through Integrated Sciences: \$416,000,000 was raised to prepare future leaders through integrated sciences, increasing all students' technical and scientific fluency.
3. Expanding Student Opportunities: \$293,000,000 was raised to expand the recruitment of top emerging scholar-leaders regardless of financial need to ensure the full Claremont McKenna College experience for all students.

Governance

The Board of Trustees is responsible for all matters relating to Claremont McKenna College, and its committees include Academic Affairs, Audit and Compliance, Board Affairs, Campus Planning and Facilities, College Advancement, Executive, Finance and Operations, and Student Affairs.

The Board is comprised of approximately 45 Trustees from the following categories:

- **Regular Trustees:** Regular Trustees are elected by the Board and serve three-year, renewable terms.
- **Alumni Trustees:** Three Alumni Trustees are nominated by the Claremont McKenna College Alumni Association (CMCAA) and elected by the Board. Alumni Trustees serve for one three-year term.
- **Ex Officio Trustees:** The President of the College is an Ex Officio Trustee. Other Ex Officio Trustees represent important groups affiliated with the College: The President of CMCAA and the President of the Parent Network Board.
- **Life & Honorary Trustees (non-voting):** In addition, the Board appoints Life Trustees in recognition of a former Regular Trustee's distinguished service to the Board and to the College, and Honorary Trustees in recognition of an individual's unique and meritorious service to the College.

THE CURRENT CONTEXT

In 2019, the College published the CMC Strategy Report (the "Report"), which reaffirms the College's founding vision and mission, and emphasizes that CMC's foundational strategic priority should be to:

- **Reinforce the Founding Vision for Claremont McKenna College:** The founding vision for CMC continues to provide the most effective approach to educating CMC students for thoughtful and productive lives and responsible leadership in business, government, and the professions.

From that foundational priority, the Report identifies two strategic priorities:

- **Strengthen CMC's programs in the natural sciences, computer science, and data science:** To address significant gaps in faculty resources and facilities that had developed between the natural sciences and CMC's programs in the social sciences and humanities, and to better prepare CMC students for tomorrow's world of affairs.
- **Expand Student Opportunity:** To continue successfully competing for, enrolling and fully supporting the students best able to be tomorrow's leaders.

The President must be attentive to and support disciplines in the social sciences and the humanities. However, CMC has invested substantially in the natural sciences, computer science, and data science,

recognizing the growing importance of those disciplines to CMC's emphasis on private and public sector leadership as well as to all of the College's academic disciplines. In 2021, CMC announced the naming of the [Robert Day Sciences Center](#), which will serve as home to CMC's new Integrated Sciences program. In recognition of a lead gift from the W.M. Keck Foundation and investments from foundations affiliated with the Day family, the new center honors CMC alumnus and 52-year trustee Robert Day '65 P'12. Scheduled to open at the start of the 2025 academic year, the Robert Day Sciences Center will foster dynamic interaction between students, faculty, and experts. Its associated programs will focus on applied research and hands-on learning opportunities. Once complete, the RDSC will provide exceptional teaching and research laboratories for the sciences as well as teaching, learning, and innovation spaces for the entire college.

Notably, the RDSC will serve as the home for the CMC's Integrated Sciences program. The [Kravis Department of Integrated Sciences](#) (KDIS) offers a new approach to undergraduate science education designed to engage students with major challenges and opportunities facing society. The department's curriculum is organized around three major challenges: 1) the health of our species (Genomics, Systems Biology, and Health), 2) our brains (Brain, Learning, and Decision), and 3) our planet (Climate, Energy, and the Environment).

The program has several key commitments:

- Science in the public sphere: Courses, research, and extramural programs are grounded in problems that are in service to the public sphere and, as such, will involve collaborations with the broader CMC community, including its departments, centers, and institutes. In particular, the curricula have a strong emphasis on writing and communication.
- Integration of the sciences: The curriculum emphasizes the strong connections and recurring themes across scientific disciplines, providing graduates with the confidence to work on new problems that do not fit neatly in traditional disciplinary silos.
- Integrating computing, AI, and data science into the curriculum: Every CMC student learns the foundations of programming, data visualization, statistics, and machine learning in the "Codes of Life" course. They use these tools both as vehicles for hands-on scientific discovery and as foundational literacy to be applied in many other fields, such as economics and public policy.
- Experiential learning: CMC students work collaboratively on discovery-based projects in their coursework and through research experiences in faculty labs, as early as the freshman year. In conjunction with CMC's departments, centers, institutes, laboratories, and the Soll Center (career services), new research and internship programs continue to be developed.
- A culture of inclusion: The department fosters an environment that is inviting to all students, regardless of their prior background or predisposition to the sciences.

In 2023, the first faculty cohort for the Kravis Department of Integrated Sciences was hired, and students in the class of 2028 are the first to major in Integrated Sciences. As this department develops, CMC will be primed to compete in business, with influence in science leadership and public policy.

Campus Master Plan

New and updated facilities will be required to address CMC's expanding academic and co-curricular needs. The Master Plan will provide the College and the surrounding communities with a flexible vision for the future of CMC's campus while assuring the preservation of treasured academic and civic assets. In October 2008, the College's Board of Trustees authorized the Buildings and Grounds Committee to complete a Master Plan process to guide the ongoing evolution of the campus. With the opportunity to double the campus size, CMC will continue to envision and reimagine how the community lives, works, and plays, while retaining the defining CMC characteristics in the residential and co-curricular experiences.

Key goals of the Master Plan include:

- Creating a flexible framework to guide campus improvements in response to CMC's future programmatic needs and economic considerations.
- Enhancing the appeal of the campus for students, faculty, staff, and community stakeholders.
- Enhancing the campus community by expanding opportunities for interaction.
- Assuring a sustainable campus through the use of environmental best practices.
- Providing a vision that preserves and strengthens CMC's identity.
- Protecting the campus and neighboring communities by minimizing and mitigating transportation-related and other local and regional impacts.
- Stewarding existing campus architectural, landscape, and historical features.

The comprehensive Campus Master Plan will touch all aspects of the CMC experience, from academics to athletics. In addition to the Robert Day Sciences Center, Phase One includes the Initial construction of the [Sports Bowl](#), which will develop approximately 75 acres across the street from campus, to build world-class collegiate athletic fields, practice facilities and underground parking. Additionally, it will serve as the future home of CMC's ROTC program. Subsequent phases will include the construction of new buildings to support the Economics and Psychological Science Departments and the College administration.