



**Search for the Vice President for Advancement
Harvey Mudd College
Claremont, California**

EXECUTIVE SUMMARY

Harvey Mudd College (HMC), the liberal arts college of science and engineering, seeks an accomplished and innovative professional to serve as vice president for advancement (VPA), to inspire new levels of engagement from the HMC community, and to maximize philanthropic support for the College. The VPA will join an institution in a healthy fiscal and operational position and with an unparalleled reputation for excellence and academic rigor in a unified STEM and liberal arts ecosystem.

With the arrival of its new president, Harriet B. Nembhard, HMC is entering an exciting period that will set the course for its next 10 years, and the VPA will have an important voice in both the College's strategic planning and its upcoming comprehensive fundraising campaign. As a leader among leaders on a campus that is uniquely fortified by all the benefits of The Claremont Colleges, the VPA serves in a position of privilege and strength from which they may influence and shape all aspects of the HMC advancement programs and the College's comprehensive campaign.

The next VPA must be a superb storyteller, adept at crafting multiple compelling cases for support. The successful candidate must foster authentic relationships within the College community, showcasing HMC's distinctive legacy and bright future. This individual must be able to create a metrics-driven, financially prudent, and results-oriented work environment that promotes collaboration and achievement. Experience leading all aspects of a complex team, including managing, mentoring, motivating, positioning, retaining, and evaluating staff, is essential.

The VPA will have a minimum of 10 years of fundraising leadership experience. The ideal candidate must possess strong strategic planning, managerial and motivational skills; a keen understanding of best practices in fundraising and a comprehensive knowledge of all advancement functions, including a depth of campaign experience; and a track record of significant personal results in the cultivation, solicitation, and stewardship of principal and transformational gifts. A bachelor's degree is required.

HMC has retained Ms. Rachel Ellenport of the national executive search firm Isaacson, Miller to assist in conducting this important recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document and will be held in the strictest confidence.

HARVEY MUDD COLLEGE

Born from a vision to support undergraduate science and engineering education, HMC traces its aspirational roots to the 1950s. At a historical moment when the space race made technical education a priority in the United States, our founders' goal was to attract the nation's brightest students and offer them a rigorous scientific and technological education coupled with a strong curricular emphasis in the humanities and social sciences. Opening its doors in 1957, HMC welcomed 48 students to the newest college of [The Claremont Colleges consortium](#). From its beginnings of humble size but lofty goals, HMC has become the nation's top liberal arts college of engineering, science and mathematics, with nearly 100 tenured and tenure-track faculty serving approximately 900 students in a highly selective and supportive environment.

HMC's unique space in academia as a private, co-educational, non-sectarian, undergraduate-only, engineering, science and mathematics college is reflected in the College's mission, which "seeks to educate engineers, scientists, and mathematicians, well versed in all of these areas and in the humanities and the social sciences so that they may assume leadership in their fields with a clear understanding of the impact of their work on society." At HMC, the words of the mission are deeply felt by the community, and they guide and shape the culture of the College.

The College has been a leader in experiential learning since its inception. This includes a commitment that all students participate in a capstone project involving either a research thesis or Clinic Project (depending on academic major) as well as a vibrant summer research program wherein students work in paid positions with faculty conducting hands-on research as undergraduates. Nearly 200 students conduct summer research with faculty on campus each year, while others seek research opportunities on other campuses and within industry. Additionally, HMC has been a leader among STEM institutions in developing its Clinic Program, which allows student teams to solve complex problems posed by sponsoring industry, government, and nonprofit organizations.

Harvey Mudd has an impressive network of alumni who work in a wide variety of STEM careers, and many go on to pursue master's and PhD degrees at top institutions. Our alumni also pursue careers in law, medicine and the arts. Harvey Mudd's nearly 8,000 living alumni are dispersed across all 50 U.S. states, the District of Columbia, two U.S. territories and over 46 countries outside the U.S.

For additional information about Harvey Mudd College, please visit www.hmc.edu.

STRATEGIC PLANNING AND CAMPAIGN PLANNING

The Harvey Mudd College community began a comprehensive strategic planning process in November 2023. The strategic planning steering committee is chaired by the president and includes representatives from the board of trustees, faculty, staff, alumni and students. As a result of collaborative Strengths, Opportunities, Aspirations and Results (SOAR) sessions, and strong working group and steering committee efforts, we arrived—in one semester—at a draft of "[Propelling Innovation: HMC Strategic Plan 2035](#)." Three pillars have been identified—Honoring Our STEM Mission, the World Needs Harvey Mudd, and A Flourishing Community. This draft continues to be reviewed and refined in conversation with various constituencies. The committee anticipates presenting the strategic plan to the board of trustees for approval by October 2024. Even then, it will be a living document that will evolve as we learn and make progress toward our goals.

Alongside the burgeoning strategic planning efforts, the College also is taking preliminary steps toward readiness for its next comprehensive fundraising campaign. Five members of the board of trustees comprise a pre-campaign planning committee that is assisting with vetting campaign counsel. In addition, small, intimate groups are being brought together through the Presidential Conversation Series with the goal of creating a deep body of work on stakeholders' positions about some of our key areas of focus—climate science, college affordability, and entrepreneurship.

Once strategic priorities have been identified and approved by the board, the preparation for a significant comprehensive fundraising campaign will accelerate, with the launch of the quiet phase expected by July 2025.

FINANCIAL AND ADVANCEMENT OVERVIEW

At the beginning of FY 23-24 HMC's endowment stood at \$413 million. The FY 23-24 operating budget payout was \$14.3 million, and \$23.2 million was budgeted for financial aid for students. The College has a need-blind admission policy and a commitment to meet all demonstrated financial need for all domestic students. Growing the endowment is a necessity to expand access to and affordability of a Harvey Mudd education as well as to support our strategic initiatives for future innovation.

The Campaign for Harvey Mudd College was the largest and most successful comprehensive campaign in HMC's history. The campaign began in July 2011, publicly launched in February 2014 and concluded in December 2018, raising more than \$175 million. Funds raised during the campaign supported new endowed faculty positions; annual and endowed scholarships funds; new facilities, including a computer science building, a center for teaching and learning, and a residence hall; renovated spaces; student summer research positions; student health and wellness programs; and community engagement opportunities for students.

In FY 22-23, HMC raised \$27 million in new gifts and new pledges, which includes \$4.6 million in unrestricted support through the Annual Fund. Recent fundraising priorities have included securing support for the Hixon Center for Climate and the Environment, an interdisciplinary and impact based curricular initiative; The Makerspace, an 8,000 square foot, student-run facility for providing access to tools, equipment and resources to work on personal and academic projects; and faculty and student support for conducting summer research projects.

VICE PRESIDENT FOR ADVANCEMENT

The VPA will be a dynamic and experienced fundraising strategist who will be responsible for cultivating and orchestrating the College's advancement programs and activities by providing vision, direction and strategic leadership. In partnership with the president and the board of trustees, the VPA will strategically build and sustain long-term relationships with current and prospective major donors and other institutional partners. In addition, this position will play a key role in advancing alumni, parent and donor relations in collaboration with other HMC administrative and academic leaders. In concert with the president, members of the president's cabinet and trustees, the VPA is the principal leader at the helm of developing, implementing and managing the College's comprehensive campaign, resulting in a transformative increase in philanthropic revenue.

Strategic Vision and Planning

- Assess the College’s fundraising potential and the effectiveness of alumni relations programs; serve as architect and builder of a strategic advancement operation that will broaden and strengthen HMC’s outreach efforts and provide philanthropic support that is sustainable, impactful and in keeping with the mission and core values of the College.
- Formulate short-term and long-range optimal fundraising strategies that will increase annual private philanthropic support and the number of donors supporting the College; utilize comprehensive data to inform decisions and improve productivity.
- Identify new ways to broaden the reach of alumni relations activities for the College’s nearly 8,000 alumni, ensuring these activities are fully integrated into overall advancement efforts; recognize the wide array of audiences—alumni, parents, trustees and friends—who want to be involved with HMC, both personally and philanthropically, and provide compelling mechanisms to engage them.
- Recognize the critical role advancement services and prospect research and management play in the success of the overall advancement program; determine changes that may streamline processes and procedures and elevate overall outreach and engagement efforts; ensure these areas provide the information needed to create a robust pipeline of donors and inform decision-making related to the direction of advancement program and donor strategies.
- Ensure that the stewardship of HMC donors makes supporting the College a personally fulfilling experience; convey to donors that HMC and its leaders, faculty and students care deeply about its supporters and appreciate what they have done for the College; demonstrate to donors the impact their contribution has on HMC.

Program Development and Fundraising

- Lead the planning, preparation, and execution of a comprehensive fundraising campaign, ensuring optimal staff deployment and an effective, efficient infrastructure that will support its success.
- Maintain a portfolio of six-, seven-, and eight-figure prospects; deepen alliances with existing donors and launch systematic initiatives to identify new individual and institutional prospects, particularly those with no prior affiliation with the College.
- Systematically and strategically identify high-net-worth individuals capable of making transformational gifts in support of HMC; formulate cultivation plans and solicitation strategies for gifts that will galvanize new contributions to the College and excite and energize the Harvey Mudd community.
- Ensure donations are closed with appropriate, high-touch experiences that leave donors excited about future giving.

- Serve as a resource for gift officers in developing effective prospect strategies that lead to the meaningful engagement of prospects and the successful solicitation of gifts.
- Travel to visit prospects independently and in tandem with the president, senior leaders and faculty members; work proactively to bring prospects to campus for substantive visits and engagement opportunities.

Executive Engagement

- Partner with the president in fundraising to maximize lifetime engagement and support from the College's most affluent supporters; ensure that the president is well briefed and that her time spent is highly productive and personally rewarding.
- Educate key stakeholders across the College on the critical role development and alumni relations play in the college's success and advancement of institutional priorities.
- Establish open communication with the board; provide information to them on the progress of fundraising efforts; actively and meaningfully engage them in development and alumni relations efforts.
- Engage faculty members in development and alumni relations activities, ensuring their time spent is highly productive and personally rewarding and their funding needs are recognized and supported; build strong, mutually beneficial relationships between faculty and external audiences, such as donors, alumni, and corporate and foundation leaders.
- Cultivate strong working relationships with deans, administrators and staff across HMC; enlist them, as appropriate, in educating current and prospective donors about College initiatives; ensure that advancement is seen as a collaborative, responsive partner able to support key initiatives and address concerns.

Leadership and Management

- Set clear direction and priorities for a staff of 33 individuals; promote excellence through well-defined and measurable goals.
- Mentor and retain a committed and productive staff that is well-prepared to meet the ongoing challenges and aspirations of the College and that reflects the diversity of faculty, student and alumni bodies. Recruit and train additional advancement team members.
- Continue to maintain a culture of excellence through mastery of best practices and implementation of new ideas in which effective teamwork, collaboration and innovation are expected, recognized and rewarded; lead by example with professionalism, mutual respect, entrepreneurship, appropriate risk-taking and cross-organizational cooperation.
- Maintain a leadership style that is open and fluid and that empowers staff through active community and delegation.

Skills and Qualifications

- At least 10 years of advancement experience in positions of increasing responsibility within an academic environment.
- Personal success cultivating, soliciting and stewarding major individual and institutional donors at the six-, seven- and eight-figure levels; the ability to inspire high net-worth individuals, corporations and major foundations to philanthropic leadership.
- A track record of success formulating and executing short-term and long-range plans that result in the transformational impact on an advancement program and the institution it supports; the ability to utilize data and implement metrics to achieve results.
- Experience improving and increasing the effectiveness of existing development programs by utilizing best practices in the advancement field and introducing innovative approaches to increase philanthropic support and engage alumni.
- A demonstrated ability to plan, manage and successfully close a comprehensive campaign.
- The ability to analyze information and think strategically, critically and creatively; the ability to transform new ideas into executable and enduring programs; the ability to solve problems and offer effective solutions to issues facing not just advancement, but departments, programs and units across an institution.
- The ability to communicate succinctly a vision for an advancement program to the leader of an institution, a governing body and other key constituents.
- The professional credibility, intellectual depth, maturity and collaborative skills to garner the trust and confidence of the president, senior leaders, faculty, trustees, advancement team members, students and other key constituents.
- Proven management skills and experience fostering a collaborative, positive and goal-oriented environment that empowers staff through active communication and delegation and that builds confidence, promotes diversity, celebrates achievements and encourages teamwork.
- Ability to build, lead, mentor and motivate staff; a strong commitment to personal and professional development, and the ability to build a robust, autonomous and collaborative team.
- Experience partnering with board members and volunteers in development and alumni relations efforts and ensuring that they are meaningfully engaged.
- Superlative interpersonal skills with a demonstrated ability to work well with people at all levels of an organization, across a diverse range of educational and social backgrounds, and to convey genuine respect for every individual.

- Demonstrated strengths with independent initiative and use of an entrepreneurial approach to building and guiding a development program; the ability to reach out to a broader community to promote the mission of an institution.
- A diplomatic, collaborative demeanor; the political savvy to navigate a complex and highly participatory academic community with a shared governance model; the desire and ability to build bridges and strong collaborative relationships with all members of an operation across a college and a diverse body of alumni and constituents.
- A sharp eye for operational efficiencies and the best use of resources; a demonstrated understanding of budgets and the ability to manage them.
- While not required, it would be beneficial to candidates to have a background of experience in STEM or experience working within a STEM-focused community.
- The ability to balance and manage multiple priorities, work evenings and weekends, and travel as required.
- Bachelor's degree required. Master's degree is preferred.

LEADERSHIP

Harriet B. Nembhard President

Harriet B. Nembhard is a collaborative academic leader who has a passion for strengthening the role of education and innovation in meeting the needs of society.

She has served as Harvey Mudd College's sixth president, chief executive officer, trustee, and professor of the College since July 1, 2023. She is a nationally recognized leader in the field of industrial and operations engineering, an expert in healthcare systems, a voice on the national level for transforming undergraduate STEM education, and a champion for Harvey Mudd's mission. President Nembhard is leading the development of an ambitious strategic plan to strengthen and extend Harvey Mudd's standing as a distinctive liberal arts college for science, engineering and mathematics.

Prior to her appointment at Harvey Mudd, she served as dean of engineering at the University of Iowa and had previously held leadership positions at Oregon State and Penn State universities. She also served on the Claremont McKenna College Board of Trustees as a member of the College Advancement Committee and Student Affairs Committee. In these roles, she consistently raised the institutional profile, built pathways for stronger fundraising and expanded partnerships. Moreover, she has advanced a community of inclusive excellence where diversity, equity and equal opportunity create a welcoming environment that enables everyone to thrive.

President Nembhard began her college career at 16, studying management-engineering at Claremont McKenna College and industrial engineering at Arizona State University, before attaining her PhD in industrial and operations engineering at University of Michigan. She displayed an early interest in

engineering management as evidenced by the types of questions she asked as a child to her father, a pilot, when they visited airports. She was curious about how the luggage made it to the right airplane, how flight crews were assigned and why smaller airplanes were parked on the side of the airport; in short, asking systems questions at a young age.

This interest in systems engineering led to a life of scholarship in applied statistics and operations research in which President Nembhard has taken a multidisciplinary approach to improve complex systems across manufacturing and healthcare. Her work has led to many advances, including simulation tools for assessing emergency department patient flow, a patented manufacturing process for small-scale medical devices, and a sensor-based system to conduct early screening of Parkinson's disease. These contributions helped improve quality of care for thousands of patients and framed a ground-breaking co-authored textbook, *Healthcare Systems Engineering*.

President Nembhard is an elected Fellow of the American Society for Quality, Institute of Industrial and Systems Engineers, and American Institute for Medical and Biological Engineering. She is widely published in leading professional journals, has served in several journal editorships and has mentored numerous students and faculty. Many of her former PhD students and postdocs hold significant positions in industry and academia around the world.

Board of Trustees

The [Harvey Mudd College Board of Trustees](#) is the ultimate governing body of Harvey Mudd. In its fiduciary role, the board holds title to the College's properties and manages and allocates funds to fulfill the College's educational mission and provide for its future. The board is responsible for determining the broad policies under which Harvey Mudd operates, approving operating plans proposed by the president, granting degrees, and for the appointment of academic officers and tenured faculty.

The members of the board are drawn from the alumni body, current and past parents and from leaders from across the country. More than half of the current trustees are alumni of the College, with six seats specifically reserved for recent graduate alumni and one seat reserved for the immediate past president of the Alumni Association Board of Governors. The president holds a seat on the board.

The board has an active program of trustee annual giving, with participation by 100 percent of the trustees. In addition to annual giving, the trustees, both individually and as a group, have been generous supporters of recent fundraising campaigns.

THE CLAREMONT COLLEGES AND THE CONSORTIUM

[The Claremont Colleges](#) is a consortium of five undergraduate liberal arts colleges and two graduate institutions. The undergraduate colleges are, in order of founding: Pomona College, Scripps College, Claremont McKenna College, Harvey Mudd College and Pitzer College. The two graduate institutions are the Claremont Graduate University and the Keck Graduate Institute. The Claremont Colleges was founded in 1925, prior to the founding of all but Pomona College and Claremont Graduate University. The organization borrowed from the Oxford model, maintaining a set of small colleges around a shared library and other common facilities. Each institution is a separate corporation, with its own campus, its own board, its own students and faculty, and its own distinctive mission. Undergraduate students may choose

from over 2,000 courses offered each year across the colleges. Overall, the colleges have over 8,500 students and 3,200 faculty and staff, located on more than 540 acres of land.

Originally established in 1925 as part of Claremont University Center, in 2000 the Claremont University Consortium began as a freestanding, tax-exempt organization that was later renamed The Claremont Colleges Services (TCCS) in January 2018. With an annual budget of over \$40 million, TCCS provides vital services and programs for The Claremont Colleges, including operating the programs and central facilities on behalf of the member colleges. For example, some of the 28 different services provided to the institutions are: campus safety, a central library, health and counseling services, ethnic centers, a central bookstore, physical plant and facilities support, payroll and accounting, information technology, human resources, real estate, risk management and employee benefits.

Additional functions of TCCS include advancing The Claremont Colleges, founding additional institutions, and promoting cooperation among members to enhance educational excellence. TCCS also holds title to land for future institutions, central programs and services, and all central facilities operated on behalf of the members.

HMC students benefit tremendously from membership in the consortium. Through this alliance, they can register for courses away from their home college, interact closely through coursework and activities with students who have very different backgrounds and interests from their own, and enjoy the extensive facilities and cultural programming that the consortium affords. HMC faculty members also benefit from working with faculty colleagues at the other Claremont colleges and participating in shared programs.

TO APPLY

Rachel Ellenport is leading this search with Becky Piper and Megan Gorman. For more information, to submit a nomination, or to apply for this role, please visit:

<https://www.imsearch.com/open-searches/harvey-mudd-college/vice-president-advancement>

Harvey Mudd College is an Affirmative Action/Equal Opportunity Employer. Qualified applicants will be given consideration for employment without regard to age, race, gender, national origin, sexual orientation, protected veteran's status, disability, or any other characteristics protected by applicable law.