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THE CAMPAIGN FOR
CMC
Responsible
Leadership





We are at a critical inflection point in our world, our country, higher education, and the trajectory of Claremont McKenna College. CMC's strength derives from staying true to our mission. Founded in 1946, CMC has always held a unique place in academia, distinguished by our founding commitment to prepare students for thoughtful and productive lives and responsible leadership in business, government, and the professions.

CMC embarks on a targeted campaign, rooted in our commitment to responsible leadership, building on recent investments in integrated sciences and transformational student opportunities, and focused on developing future leaders.

As a community, we are incredibly proud of our accomplishments, but we know that our work is not complete. Recognizing our students' needs, the Campaign for CMC: Responsible Leadership will sustain the singular vision of our founders to deliver our unique model of residential liberal arts education and provide a full CMC experience to all students.



Today's global challenges call for responsible leaders to contribute effective solutions to the greatest problems we face, and CMC's distinctive model for undergraduate education has provided a powerful path for the pursuit of this mission.

Structured leadership development programming focuses on core capabilities and qualities of character for responsible leadership and success, while support for residential life emphasizes community values, ethics, and respect. CMC promotes a healthy campus culture through strong physical, behavioral, and mental health strategies of community, purpose, and play, and supports Claremont-Mudd-Scripps Athletics as the most competitive athletic program for scholar-leader-athletes, while a world-class public art program enriches the cultural, intellectual, and scholarly life of our community.

CMC's founders aspired to create the most effective model for educating students for responsible leadership. From our earliest days, we have maintained small class sizes and recruited a cadre of excellent teacher-scholars; CMC's humble beginnings, focused on a practical, results-driven education, have contributed to the CMC of today and beyond.

CMC's Commitment to Freedom of Expression, Viewpoint Diversity, and Effective Dialogue

Respect and civility are at the core of our institutional values. CMC will reaffirm its commitment to freedom of expression, viewpoint diversity, and training in dialogue skills, to name a few. CMC began as a residential liberal arts college distinguished by focused academic programs and commitments to leadership and research, cultivating a culture of respectful dialogue and debate, which continues through:

The Open Academy, a commitment to freedom of expression, viewpoint diversity, and constructive dialogue, develops a critical response to the educational imperative of our time: overcoming what divides us to solve the world's most challenging problems. The foundations of the Open Academy prepare students to lead in increasingly diverse and globally oriented social, political, and economic environments.

The Presidential Initiative on Anti-Racism and the Black Experience in America was launched in the 2020-2021 academic year to develop a long-term, structural, integrated educational response to racism, inequality, and inequity. We own the promise of this moment to fulfill longstanding commitments to an inclusive community that enriches the value of the CMC experience for all students, staff, and faculty. We must develop a fresh vision, strategy, action plan, and accountable measures for how best to reinforce our values in action: through our behavior and our relationships in our community and our country.

Mohamad Moslimani '21

Mohamad Moslimani '21 knew he wanted to be a CARE Center fellow when he visited CMC as part of a high school preview program. A first-generation student and QuestBridge Scholar, he made diversity engagement one of his top priorities at CARE. Specifically, he helped peers organize monthly events on topics ranging from health care equity to embracing more inclusive family structures.

Over time, his foundational relationships with students, faculty, and staff helped him foster deeper trust and learning across differences, key tenets of the CARE Center. A semester with the Washington, D.C. Program also gave him a glimpse of life outside "the college bubble"—and how open dialogue and shared conversation can build important bridges.

"This community—administrators, faculty, the financial aid office, the CARE Center—helped me with everything I needed. And because I was given access to so many resources, now I have to ensure that others have that same access."



Seventy-five years ago, 86 students and seven faculty members opened a new "undergraduate school for men" in Claremont, Calif. The College's purpose was clear: "to prepare future leaders of private and public enterprise through a distinctive liberal arts curriculum."

CMC was the third Claremont College, following Pomona College and Scripps College. Many of the first students, as well as the College's president, George C. S. Benson, were returning World War II GIs.

More importantly, it had great expectations: Benson believed the College could achieve an advance in the dialogue between theory and practice that would be the envy of more established, even venerable institutions.

Building Bridges to and From Tomorrow

The exponential power of science and computing is transforming our civilization. Understanding and embracing that transformational power is key to preparing leaders.

Whether attracting world-class faculty to an unknown college in post-World War II Southern California, establishing distinctive programs in Washington, D.C., and Silicon Valley, building a championship NCAA Division III athletic program, or developing employment partnerships with some of the most prestigious institutions in the world, CMC has always understood that small institutions can have a disproportionate impact.

This generation of leadership is no less ambitious. Buoyed by interdisciplinary connections with the humanities and social sciences and steeped in computational approaches, CMC's new Kravis Department of Integrated Sciences will uniquely integrate science education to address the biggest questions of our time. This interdisciplinary approach will prepare students to lead at critical intersections of scientific and computational discovery, technological application, business, policy, ethics, and several of the College's other core liberal arts strengths. As the challenges of this young century unfold, our students will be prepared through a strong, interdisciplinary foundation of scientific literacy.

Connor Bloom '19

The first line of Connor Bloom's CMC application essay was, "Science Management is the major I want to pursue. Period."

For Bloom '19, CMC "was the only college I visited where I didn't have to choose between science and economics. I wanted the interdisciplinary skills to come together in a really integrated and seamless major."

While at CMC, Bloom focused his extracurriculars on those that allowed him to "give back" and have "the most impact at CMC," including serving as chair of the CMC Art Council; co-director of impact at the Kravis Leadership Institute; and as a First Year Guide.

Earning his degree in Science Management with a concentration in Biotechnology, Bloom now works as a senior strategy analyst in Accenture's Strategy and Consulting practice.

26%

2020 graduates who majored in a
Science or Interdisciplinary Science



Dedicated to providing students access to the highest quality technology, Ryal Poppa '57 GP '08 was a former member of the Claremont McKenna College Board of Trustees who supported the establishment of the Poppa Computer Lab, the main computing lab for students which opened in 1980, as well as the Ryal Residential Lab, the Poppa Family Technology Classroom, and a wireless network.

Supporting Full Access to the CMC Experience

Access equals opportunity, and CMC understands that its unique approach to education works best when it can cast the widest net. This might best be summed up by Brittany Ruiz '08: "I was someone who had the desire, the drive, and the motivation, but didn't have the resources. So many alumni contributed to my education. Now I want to ensure that today's CMC students get that same kind of help."

Through programs such as the Kravis Opportunity Fund, which expands the traditional approach to financial aid; the Student Imperative, an ambitious initiative that embraces the total CMC student experience; and the Soll Center for Student Opportunity, encompassing career services, scholar communities, and internships and experiences to provide-real-world experiences and employment opportunities, CMC is focused on expanding the impact of its unique experience to all students who are qualified to attend, regardless of their ability to pay.

Alongside these opportunities is the continued commitment to expanding the accessibility and offerings of uniquely CMC experiences such as the Athenaeum, faculty-student research, student scholarships, research centers and institutes, and our highly competitive and NCAA-winning athletics programs.

Kravis Leadership Institute

Lead courageously, creatively, and collaboratively now and in the future. That is the mission of the Kravis Leadership Institute.

"My involvement in KLI and the numerous speakers and mentors they have brought me in touch with has expanded my community and given me a space to challenge myself with new perspectives and creative problem solving," said Josiah Tarrant '22, a First Year Guide, admission tour guide, and CARE Center fellow from Connecticut.

The individualized development approach is a three-pronged emphasis on assessment, challenge, and support. Sometimes that can mean developing small but important habits that add up over time: the ability to give and receive feedback; structured writing and reflection through learning journals; and breaking students into smaller "development crews."

75%

Students who worked on research with faculty



CMC Founding President George C. S. Benson accomplished a tour de force of recruitment in the new institution's early years. Director of a still provisional school, not yet incorporated as a college, Benson drew upon his contacts in academia and government in search of promising candidates. Then, with an almost Wizard of Oz-like ability, he convinced them that a distinguished institution was arising in Southern California amidst the rocks and the sagebrush and that they could become part of this grand adventure.





The Campaign will ensure that the College continues to

deliver on its mission and provide a full CMC experience to all students. Derived from the *CMC Strategy*, which critically evaluated the College's future, the Campaign will focus on three core priorities.



Honoring Our Leadership Mission

THE CAMPAIGN FOR CMC

By endowing for all future generations the CMC experience, including small class size; deep relationships with faculty; undergraduate research opportunities through our centers and institutes; our signature approach to leadership development, personal growth and well-being; and commitments to freedom of expression, viewpoint diversity, and constructive dialogue.

96%

Undergraduates who live on campus (Fall 2019)

11

Research Institutes and Centers

75%

Students who worked on research with faculty

18

Average class size



Preparing Leaders Through Integrated Sciences

THE CAMPAIGN FOR CMC

To raise the technical and scientific fluency of all students and ensure their ability to lead within a modern economy. Accordingly, CMC has launched the new Kravis Department of Integrated Sciences, buoyed by interdisciplinary connections with the humanities and social sciences and steeped in computational approaches.

26%

2020 graduates who majored in a Science or Interdisciplinary Science

28%

Recent graduates who started their careers in technology

11,000

Visits to the Murty Sunak Quantitative and Computing Lab

134

Students in the Data Science major or sequence, the largest at CMC

3x

Enrollment in computer science courses has tripled in recent years



Expanding Student Opportunities

THE CAMPAIGN FOR CMC

By recruiting the top emerging scholar-leaders on the basis of each student's individual merit and potential to benefit from and contribute to our mission, regardless of financial need; and by removing financial barriers to student success.

96%

Graduates with defined plans within 6 months of graduation

52.5%

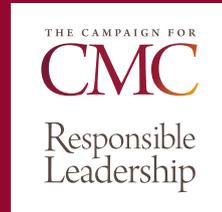
Students receiving financial aid

94%

Students who participated in an internship

21%

First-generation students



Honoring Our Leadership Mission

CMC’s founders aspired to create the most effective model for educating students for responsible leadership. They formed a residential liberal arts college distinguished by focused academic programs and commitments to leadership and research. They cultivated a culture that valued free expression, divergent perspectives, and constructive dialogue. Today, this distinctive model for undergraduate education has provided a powerful path for the pursuit of our mission and the sustained success of our students, faculty, and alumni.

The value that we place on diversity derives directly from our mission. We must instill a respect for differences that will prepare our students to lead in increasingly diverse and globally oriented social, political, and economic environments by building on signature programs: the Athenaeum, the CARE Center, the Open Academy, and the Presidential Initiative on Anti-Racism and the Black Experience in America.

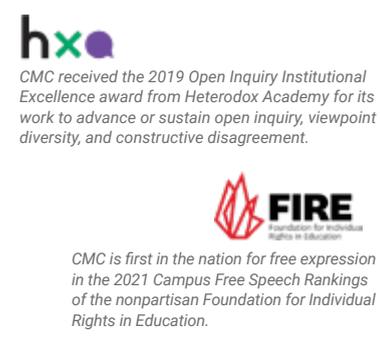
The Open Academy

Respect and civility are at the core of our institutional values. The Open Academy mission is rooted in the interconnected and dynamic values we call the CMC Commitments: freedom of expression and open inquiry; diversity of viewpoint and experience; and constructive dialogue.

Accordingly, we will strengthen: comprehensive policy, effective practice, and inculcation of freedom of expression, to be additionally bolstered by the value of institutional non-partisanship; student recruiting, faculty and staff hiring, curricular offerings and syllabi choices, invited speakers and engaged formats at the Athenaeum that both bring and take full advantage of viewpoint diversity; and training in the skills and capabilities of constructive dialogue that draw on the free expression of different viewpoints, open, critical inquiry, active listening, respectful debate, and communication, negotiation, and problem solving.

Intellectual Rigor

Reinforcing its hands-on approach to the liberal arts, CMC will deepen and broaden the intellectual rigor of our academic departments and programs. The Campaign will provide resources to ensure each academic department and program will maintain its leadership position in its respective field. We will give priority to the support of faculty recruitment and retention, the development of powerful curricula, and multidisciplinary education through co-teaching across differences in both perspective and expertise. We will provide a full array of research opportunities; strengthen institutes, centers; and expand support for faculty-student research. We will allocate greater resources to develop advanced literary and quantitative capabilities, including enhanced support for the Center for Writing and Public Discourse and the Murty Sunak Quantitative and Computing Lab, and to strengthen global and off-campus education opportunities in Washington, D.C. and Silicon Valley.



CMC is first in the nation for free expression in the 2021 Campus Free Speech Rankings of the nonpartisan Foundation for Individual Rights in Education.

The Roberts Campus

CMC will double the footprint of our campus to more than 150 acres and fully develop the eastern half of campus, thanks to a \$140 million infrastructure gift from alumnus and Trustee George R. Roberts '66 P'93. Known as the Roberts Campus, this expansion creates the opportunity for CMC to realize all its future academic, social, and residential opportunities.

Initiatives supported by the Roberts gift include: development of seven athletic and practice fields, a new aquatics center, golf practice area and pedestrian bridge across Claremont Boulevard; three pedestrian malls traversing campus, created to encourage interaction, engagement, and public art; and construction of academic and administrative buildings, expanded student apartments, and a Commencement Green. By providing the infrastructure and seed funding, the Roberts gift encourages other participants at all philanthropic levels to position CMC for continued leadership for generations to come.

Preparing Leaders Through Integrated Sciences

The natural and physical sciences, mathematics, and related fields have always had a home within CMC's liberal arts curriculum. Today, innovation has transformed every aspect of society, from private commerce to public affairs, and linked the cultivation of responsible leadership in business, government, and the professions with advances in the sciences, computer science, and data science. Indeed, all students need the technical and scientific fluency to contribute to the modern economy.

Through the new Kravis Department of Integrated Sciences, CMC is committed to infusing the sciences and computation deep into the fabric of the CMC mission and campus. The new department, rooted in CMC's foundational liberal arts and leadership mission, is unique in its approach to organizing science education around grand socio-scientific challenges, leveraging computation as a powerful vehicle for discovery and systemic solutions. This next-generation program honors philanthropist, trustee, and alumnus Henry R. Kravis '67 and his wife, Marie-Josée, who have made a transformative gift of up to \$215 million in support of CMC's vision for integrated sciences.

The department will be housed in an iconic new facility, the Robert Day Sciences Center, in recognition of a lead gift from the W.M. Keck Foundation and investments from foundations affiliated with the Day family, honoring alumnus, 50-year trustee, and Keck Foundation chair and chief executive officer Robert A. Day '65 P'12.

Designed by world renowned architectural firm BIG- Bjarke Ingels Group, the Center's open and light-filled design is a metaphor for conversations between core disciplines and the College's innovation of undergraduate sciences education.

Science in the Public Sphere

CMC's Kravis Department of Integrated Sciences is resolutely interdisciplinary, a next-generation approach to help students understand the societal impacts of scientific research and develop the ability to communicate the significance and implications of that research to the broader public. The department will provide both science and non-science majors with essential preparation for thoughtful and productive leadership through a focus on three grand interdisciplinary, socio-scientific challenges:

- **Health: Genomics, Systems Biology, and Health**— the exploration of molecular data to understand the function and regulation of genes, the biological systems they control, and the development of predictive models that ultimately contribute to improving human health;
- **Brain: Brain, Learning, and Decision Sciences**—the understanding of mental processes, behavior, and decision-making, including aspects of neuroscience, cognitive science, artificial intelligence, and machine learning; and
- **Planet: Climate, Energy, and the Environment**— the examination of atmospheric processes and the chemical, physical, and biological aspects of climate change, and the interactions of human activities and the natural and built environments.

The department's design as a single, integrated program, without barriers to interdisciplinary and multidisciplinary scientific collaboration, will boost the capacity to prepare students to work in the cross-disciplinary environments of today and of the future.

A computational, data science-based curricular core will provide rigorous training to ensure that all graduates acquire proficiency in a broad array of quantitative skills; beginning in a student's first year, computational approaches will be integrated throughout the curriculum.

An emphasis on "science in the public sphere" will be fostered by curricular offerings in transdisciplinary fields and/or majors, such as biotechnology, the environment, health and human systems, applied quantitative modeling and computation, science management, scientific entrepreneurship, and management engineering; preparation in public speaking and written communication; and courses for majors and non-majors that build bridges to social sciences and the humanities.

As teacher-scholars, the CMC faculty recognize the importance of undergraduate research as a distinctive component of a student's scientific training, separate from, yet complementary to, other coursework. Multiple opportunities for conducting original research should be provided via course design, internal and external internships, senior thesis, student-faculty collaborations, and commercial and institutional partnerships.



3x

Enrollment in computer science courses has tripled in recent years





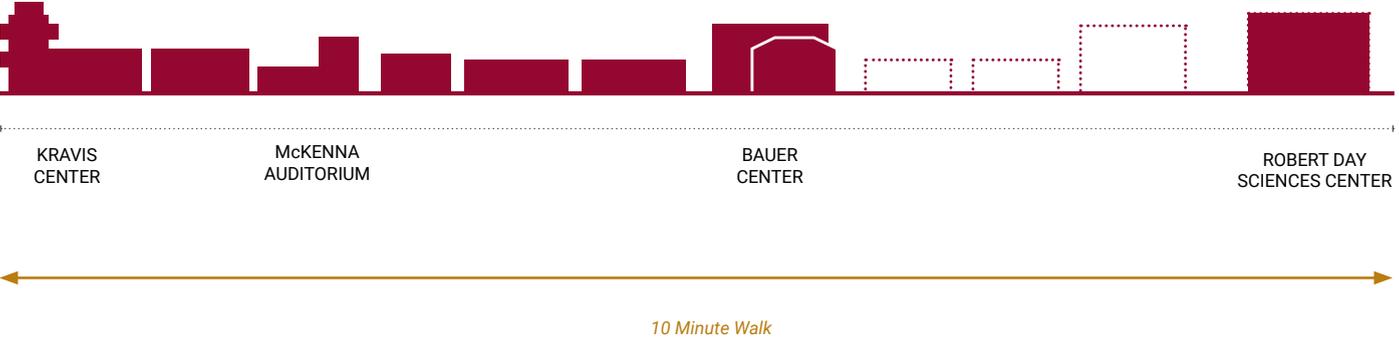
The Robert Day Sciences Center

Transformational programs require equally powerful facilities.

The current concept of the Robert Day Sciences Center by BIG-Bjarke Ingels Group, world-renowned, award-winning architects, designers, builders, and thinkers, matches the ambition of the program with designs to foster transparent and dynamic interaction. Walking into the first level of the building, students will enter a full-height atrium and spaces that facilitate collaborative activity throughout. Other envisioned spaces include the Workshop, the Innovation Hub, and the Agora, high-trafficked areas for study, group projects, multidisciplinary maker spaces, presentations, and virtual convenings, as well as classrooms and labs. Two parallel stacks on the first floor are rotated by 45 degrees on levels two and three and will house teaching and research labs, all flexibly designed to adapt to multiple uses, as well as offices for faculty. Plans also call for both levels to benefit from terraces that allow easy access to the outdoors, visibility to the main atrium, plenty of natural light, space for public art, and multiple independent and group gathering spaces.

The new Kravis Department of Integrated Sciences is designed to prepare our students for what we all need them to be—responsible leaders who are able to address the most complex problems at the intersections of science, computation, business, policy, ethics, and society, and who are committed and prepared to collaborate on the most innovative solutions.

Located on the eastern frontier of the current campus footprint (the corner of Ninth Street and Claremont Boulevard), the Center will create a long-awaited “front door” for the College, while triggering a series of improvements to prepare CMC for our next chapter.





Expanding Student Opportunities

CMC's success is rooted in our ability to recruit, admit, support, and educate the top emerging scholar-leaders on the basis of each student's individual merit, potential, and contribution to CMC's mission. Our need-blind, meet-all-need admission policy facilitates prospective students' decision-making by not only disregarding applicants' financial circumstances, but also pledging to offer comprehensive financial aid packages to their families. Investments in co-curricular resources ensure students may begin developing as leaders as soon as they set foot on campus. Through the Campaign for CMC, these commitments will be guaranteed for generations to come.

Supporting full access to the student experience requires significant resources: both financial aid and additional funding for families' changing economic circumstances, full participation in all aspects of campus and residential life, individualized access to academic support resources, and personal and professional development resources so that each student can realize their full leadership capabilities.

Kravis Opportunity Fund

Established in 2018 through a gift from Marie-Josée and Henry R. Kravis '67, the Kravis Opportunity Fund expands the number of families who qualify for financial aid and then goes beyond traditional aid with start-up stipends, health insurance grants, family travel support, and guaranteed internship funding in the summer after the first year.

Financial Aid

CMC recruits emerging leaders who are committed to meeting the challenges of our complex world, regardless of their financial background, on a need-blind basis. Through a blend of need-based and merit awards, we provide students and their families financial support for the cost of attendance and participation in special programs. CMC has extended the number of families who qualify for merit- and need-based aid through more generous allowances for home equity and expanded funds to support hands-on experiences, such as research and summer internships. In the Class of 2022, 75% of the families with incomes between \$150,000 and \$250,000 qualified for need-based assistance.

Soll Center for Student Opportunity

The Soll Center is home to three important resources: Career Services, Scholar Communities, and Sponsored Internships & Experiences. The Center partners with academic, co-curricular, and extracurricular resources across the CMC community—both on campus and beyond—to bring students real-world experiences, which range from internships and fellowships, to graduate and professional programs, to employment and career enrichment.

Annual Fund

Gifts made to the Annual Fund benefit all CMC students. These gifts support priorities large and small, including faculty-student research, student scholarships, research centers and institutes, athletics programs, and other essential CMC student experiences outside of the classroom, such as the Athenaeum and sponsored internships.



515

Students supported through CMC's Sponsored Internships & Experiences program in summer 2022



Please Join Us. The Future Is Now.

Throughout its history, CMC's unwavering commitment to its founding vision and focused mission has provided the foundation for its evolution, growth, and success. As a result, CMC has emerged as one of the nation's leading liberal arts colleges, and one that is widely recognized for its distinctive approach to undergraduate education.

We look forward to continuing this journey together — as we look to the College's centennial and beyond.



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