

# A Time for Renewal

**The summer of 1999** marked the beginning of an exciting journey for me, as I became the fourth president of Claremont McKenna College. As I have thought about the past 10 years, I went back to some of the themes I outlined in my inaugural address: “A great liberal arts college maintains its original function to educate men and women for good citizenship, but it is innovative in preparing them for unparalleled local and global diversity,” I told the supportive crowd of alumni, faculty, students, staff, and friends of the College in October 1999. “Such a college knows institutional integrity because it has the self-knowledge of its mission, subjects itself to self-criticism, and sets new directions.”

Together, we have accomplished a great deal in the past decade. As we look ahead to address the challenges that we face in the next decade, I am proud that we are advancing our mission of educating students for responsible leadership and a broad understanding of public policy issues when our country so desperately needs these qualities.

During the past ten years, we have lived through the New Economy and the return of the Old Economy, while the issues of ethics, accountability, and social responsibility have taken on new importance. New business models and new styles of leadership will undoubtedly reshape tomorrow’s direction of “business as usual.” If there was ever a time that colleges and universities should be receptive to new ideas and different styles, that time is now, and Claremont McKenna College is well-positioned to be a catalyst in this transformation.

We are well-positioned through our exceptional scholarship, our commitment to a liberal arts education, our collaborative culture, our location and the diversity it offers, and, of course, through the achievements and the entrepreneurial endeavors of our faculty, students, and alumni.

Entrepreneurship is at the heart of the CMC experience. There are so many shining examples of alumni who have embraced CMC’s distinctive liberal arts atmosphere and discovered opportunities to innovate—I cannot possibly list all of them here. But our alumni all learned core truths at CMC—entrepreneurship requires tolerance for uncertainty; it requires leadership; it requires self-confidence; and it requires humility. Many of CMC’s alumni have not only created successful enterprises and organizations, but they have inspired many

other CMC students and alumni alike to embrace these values.

CMC students are encouraged to try out new ideas, work with others on prospective ventures, participate in leadership capacities, and scour the landscape to find ways to make things better. Through our research institutes, career internships, and engaging classroom experiences, students are stretched to discover, understand, and potentially find solutions to the world’s most pressing problems. Our students know that to be successful now, and throughout life, they must have a firm grasp of topics ranging from history to psychology to technology to finance to how government works, among an array of other subjects. These skills and insights are essential to the entrepreneurial learning and teaching experience at CMC.

As we move forward, the next five to ten years will be among the most ambitious we will have undertaken to date. Amid the turbulence of a rapidly changing global economy, CMC will continue to be a trend setter in providing thought-provoking and interactive opportunities for faculty teaching and research, including meaningful student participation, as we explore ways to achieve successful outcomes that set the tone for responsible leadership. Hiring outstanding new faculty, admitting superior students, and expanding our physical space to accommodate new facilities that better support the research, teaching, and residential life at the College in the 21st century stand among our highest priorities.

I feel a great sense of privilege and reward to continue in the company of outstanding faculty, quality students, extraordinary alumni, and committed staff who work hard every day to add value to the CMC experience. My thanks to all of you, and to a dedicated Board of Trustees, who provide the College with invaluable support and guidance. As I look to the future, I have confidence that everyone who is part of the Claremont McKenna community will continue to make meaningful and powerful contributions to business, government, and society. I look forward to being part of the College’s efforts to transform the way we educate the next generation of responsible, thoughtful leaders in an increasingly complex world.

