Photo Finish

NEW FACULTY CHAIRS, NEW PROGRAMS, AND A NEW LOOK FOR PARTS OF CAMPUS—THE CAMPAIGN FOR CLAREMONTE MCKENNA BROUGHT REAL CHANGE TO CMC. WHAT ELSE REMAINS TO BE DONE? PAGE 10
The original CROWN CHALLENGE ended in June 2013. During the past 4 years, more than 3,500 alumni created multi-year pledges totaling $2.3 million, incurring an additional $4.0 million contributed by STEVE CROWN ’74.

Do You Want to Make an Impact at CMC?

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This honor roll recognizes those who supported Claremont McKenna College during the July 1, 2012 to June 30, 2013 fiscal year.

Cover Photo: CMCers past join current freshman Parker Malichak '17 at the fountain, Flamson Plaza.
Photo: William Vasta; design: Jay Toffoli
cmc, by the numbers

A brief index of factoids from all corners of our community

44,000
Square footage of Ducey Gymnasium, which opened in 1957. The gym was renamed in 1974 to honor beloved coach-educator Ted Ducey ’73, who died tragically in a sudden flash flood that same year.

4.5
Gallons of hummus consumed daily in Collins Dining Hall.

132,000
Estimated square footage of the Roberts Pavilion, our new recreational and athletics facility on campus. A groundbreaking ceremony was held Feb. 11. See page 7.

40
Anniversary of one of CMC’s oldest political watchdog institutes, the Rose Institute of State and Local Government, which celebrated its founding in the fall.

62
Distance in yards of record field goal by CMS football player Matthew Aven ’17 against Cal Lutheran. The freshman’s kick tied an NCAA Division III record. See page 6.

$55,450
Average starting salary of a 2013 graduate.
(Source: Office of Institutional Research)

24%
Percent of 2013 graduates who entered the financial services industry.
(Source: Office of Institutional Research)
The Liberal Art of Anticipation

I WRITE TO YOU FILLED WITH ANTICIPATION: anticipation built on CMC’s singular accomplishments and imminent opportunities for breaking new ground.

Over the past several months, I have tried to soak in all things CMC, from the act of being ponded in Flamson Plaza to the uplifting conversations I have had with students, faculty, coaches, staff, alumni, parents, and friends. One of the many questions on my mind involves the deep connection between fitness, athletics, and competition on the one hand and academic, intellectual, and ethical growth on the other. What is the link between them? Given the prowess of our varsity and club sports and the integrated eminence and engagement of our liberal arts program, CMC is uniquely poised to provide a forceful, leading answer.

Against the context of this inquiry, you can imagine how excited I was when our famed, retired baseball coach Bill Arce P’80 (pictured above) invited me to lunch last summer. I was eager to hear the coaching philosophy of our internationally renowned coach. What, I wondered, was his secret recipe?

Coach Arce explained that, above all, he tried to teach his players the art of anticipation. The situational strategies of baseball, combined with the intervals in between plays, call for rigorous, complex scenario planning. The ability of players to react effectively is in part driven by their anticipation of factors unknown. Where will the pitch be thrown? Where is the ball likely to be hit? Accordingly, where should the fielders be positioned? What is that first move or throw? And so on. Anticipation puts the imagination to work. We must envision likely scenarios and consequences and prepare simultaneously to prevent loss and create gain.

I’m confident that Coach Arce’s focus on anticipation was a driver in all of his success and that the athletes he trained, mentored, and supported learned to apply this to many other aspects of their lives and careers. And I’m equally sure this lesson extends far beyond the baseball diamond.

In the months to come, we anticipate building on these great CMC traditions, both searching deeper and stretching further in both abstract and concrete ways. The most exciting, visible step in this direction is the groundbreaking for the Roberts Pavilion that took place on February 11. Drawing on the vision of George R. Roberts ’66 P’93 and former President Pamela Gann as well as the extraordinary leadership of our Board of Trustees, including David Mgrublian ’82 P’11 (who chairs the Building and Grounds Committee) and Ken Novack ’67 (who serves as the committee’s vice chair), the facility will provide us with a dynamic event space as it meets the athletic and recreational imperatives of our entire community.

I hope you will all join me in this celebration of our exemplary athletic and academic programs and congratulate George and Linnea Roberts as well as the Trustees, donors, and staff who have contributed so much to make this vision a reality.

I can hardly wait.
President Hiram Chodosh announced a new CMC student initiative during a White House summit on college opportunity on January 16. With the President of the United States, the First Lady, the Secretary of Education, and more than 100 college and university presidents in attendance, Chodosh reaffirmed CMC’s commitment to access and affordability with the new initiative, The Student Imperative. For more on what this initiative means for CMC’s future, see page 15.

A magazine for the entrepreneurial-minded: The Vanguard, an online magazine started in the fall by Thomas Hague ’16 and Brian Delaney ’16 under the auspices of the Center for Innovation and Entrepreneurship, showcases “real world ideas and innovations” at the 7Cs and globally. The magazine, written by and for students, can be found at www.thevanguardmag.com.

All p.o.v.s are welcome: A regular forum for public debate was launched in the fall that encourages active exchange between faculty and students on timely issues. Syrian turmoil and the U.S. government shutdown provided discussion topics for the new debate series, which is called The Current. (For a glimpse, see the magazine’s back cover.) Held in the Athenaeum, the series seeks to encourage civil debates on controversial local, national and global issues. Visit The Current blog to learn more: http://thecurrentcmc.wordpress.com/

Major research grants for several faculty: W.M. Keck Science Department Professor of Biology Jennifer Armstrong was awarded a $450,000 grant from the National Science Foundation to continue her research with students—via the genetic systems of fruit flies—on how DNA is managed in cells, and how genes are regulated. Associate Professor of Government Fred Lynch has received a $60,000 grant from the Carthage Foundation for his book project, tentatively titled The Crisis of Political Correctness: A Cultural Revolution Meets Resistance, Ridicule, and New Realities.

CMC alumni are leading major showbiz and food service enterprises: John Dawson ’85 became the new CEO of The Coffee Bean and Tea Leaf in early January. He previously served in senior executive positions at Dunkin’ Brands and McDonald’s. Morgan Wandell ’93 was tapped as senior vice president of drama at Amazon Studios, which is a division of Amazon.com and develops comics, movies,

Integrating the liberal arts and sciences in India was the focus of a three-day conference co-sponsored by CMC in early January. President Chodosh led a CMC delegation to the conference, held in Bangalore. Co-sponsored by CMC with Yale University, Pomona College, the Raman Research Institute in Bangalore and the Indian Institute for Human Settlement, the conference “was a remarkable success on all levels, as it built a strong foundation for our future collaborations with leading educational innovators in India,” Chodosh said. The conference showcased “the remarkable CMC experiences of our students from India, and the rich India expertise of our faculty,” he added. “It paved the way for CMC to make lasting contributions to new forms of global liberal arts education.” CMC and Pomona College hosted presidential receptions in Mumbai and Bangalore, and Chodosh also moderated a panel discussion in Delhi on “The Global Liberal Arts Imperative and Mediation in India,” co-sponsored by CMC and the Association of Indian Mediators.

NewsBriefs

Keeping CMC affordable; presidential travels in India

Claremont McKenna College

CLAREMONT MCKENNA COLLEGE
and television shows. The former ABC Studios executive will develop television shows to rival premium television offerings from HBO, Showtime, Netflix, and more. To read our Q & A with Wandell, please go to http://bit.ly/1h7RaY4.

CMC is a top producer of student Fulbright recipients, according to a recent Chronicle of Higher Education article. Seven CMC students were chosen for the honor last year, resulting in the College's placement among the top 20 producers of Fulbrights in the category of “bachelor's institutions” nationwide. In other Fulbright news, Carlos Rivas ’12 was chosen as a 2014 Fulbright Student Alumni Ambassador. Rivas, who was previously a Fulbright student teaching English in Argentina, was chosen as part of a select group of 15-25 Fulbright U.S. Student Program alumni to serve as representatives, recruiters and spokespersons for the Fulbright Program.

The 2014 Henry R. Kravis Prize in Leadership winner is Helen Keller International (HKI), an organization working in 22 countries to prevent blindness and reduce malnutrition. According to 2012 estimates, HKI’s efforts reached nearly 200 million people in need. The award ceremony will take place March 13 on the CMC campus in the Athenaeum. In related news, 2013 Kravis Prize winner, Olympic Speedskater Johann Olav Koss, Founder of Right to Play, visited campus and gave leadership advice to CMC’s student-athletes in January. The visit took place as part of the Kravis Leadership Institute Leadership Coaching Program. For more details, visit the Kravis Prize blog: https://www.claremontmckenna.edu/kravisprize/

Anything but frosty: Reviews have been unanimous in their praise of Harvard University Press’ The Letters of Robert Frost, Volume I: 1886-1920, edited by Donald Sheehy, Mark Richardson, and Robert Faggen, who is Barton Evans and H. Andrea Neves Professor of Literature at CMC. This isn’t the first time that Faggen has ventured into Frost’s New England landscape. His other work includes “The Notebooks of Robert Frost,” “The Cambridge Companion to Robert Frost,” and “Robert Frost and the Challenge of Darwin.” The New Yorker’s Dan Chiasson recently commended Faggen and his co-editors for filling the “imaginative deficit” concerning Frost’s early years and for gathering together letters and fragments that “have been in circulation for a long time … [b]ut it is wonderful to find premonitions of them and small aftershocks, and their contexts can now be imagined much more clearly.”

CMC’s Model U.N. team ranked seventh in the nation—that’s the highest for a liberal arts college and the best among West Coast institutions. According to the Model U.N. consultancy Best Delegate, which compiled the rankings: “On the West Coast, the gap between CMC and its rivals has only widened. CMC took home seven of eleven gavels and almost half of all weighted points at SBIMUN [Santa Barbara Intercollegiate Model United Nations]—that’s more than the next three teams (UC Berkeley, Stanford and USC) combined.”
A record-setting season for the Stags and Athenas

Five of CMS’ seven fall varsity teams participated in conference postseason competition with the women’s and men’s cross country teams and men’s soccer team each winning their respective Southern California Intercollegiate Athletic Conference (SCIAC) Championship.

The season also marked the 23rd SCIAC Cross Country Championship for the Athenas and 13th for the Stags. CMS men’s soccer won the SCIAC regular season title for the first time since 2000 and for the 24th time overall, capturing the top seed in the SCIAC Postseason Tournament. Both the Athena soccer and volleyball teams advanced to their respective NCAA Division III Tournaments. The 25-win season by the volleyball team set a program record and the team made its first NCAA postseason appearance in 16 years.

The Stags football team registered exciting overtime wins on the road over Lewis & Clark (Ore.) and Whittier College. The game-winning points in both games came from field goals by freshman kicker Matthew Aven ’17. Aven set a conference record and tied a 37-year-old NCAA Division III record with his 62-yard field goal against Cal Lutheran on Oct. 19. The Stags also earned a 29-23 win over Pomona-Pitzer during Homecoming Weekend in November.
An evolving campus

CMC’s physical transformation continues with the Roberts Pavilion and more Mid-Quad Construction

Construction of Roberts Pavilion begins soon, following the groundbreaking ceremony held on February 11. The important task of moving the daily operations of the CMS Department of Athletics, Physical Education and Recreation from Ducey Gymnasium to temporary facilities began over the summer and concluded in January. The Wells Fitness Center and the Ernest Smith ’58 Weight Room have been relocated. The Fitness Center will be housed in the Frazee Community Room, which is located in the Emett Student Center, next to the Hub. The Weight Room has been located in a temporary facility adjacent to Pritzlaff Field. For more information on the transition as it becomes available, please visit the Roberts Pavilion transition webpage: http://cmc.edu/roberts-pavilion/

Mid-Quad Construction continues this summer with more renovations as part of a three-phase project that will be completed over three years. In the first phase, Phillips, Beckett, and Berger Halls were renovated in summer 2013, with a Beckett addition to be completed this spring. For the second phase, renovation of Benson and Marks Halls (pictured above) will follow in the summer, including the addition of more rooms to Marks and a Berger/Benson Annex that will be completed in early 2015. A final third phase in the Summer of 2015 will focus on landscape, hardscape, and exterior lighting within and around the Mid-Quad area of campus.

To learn more about these and other construction projects at CMC, visit the campus construction webpages, at www.cmc.edu/construction
The strangest aspect of working with cancer cells every day is how normal it becomes. That’s what I discovered last summer working in a cancer research laboratory at the University of Chicago. In addition to conducting experiments in the lab, I had the opportunity to shadow the physician who ran the lab, Dr. Suzanne Conzen, each week during her clinical hours.

Conzen, a leading expert in the diagnosis and treatment of breast cancer, focuses her work on triple-negative breast cancer, a particularly aggressive subtype with limited treatment options. Her lab explores the role of the glucocorticoid receptor, which controls the body’s response to the stress hormone cortisol, in triple-negative breast cancer.

Before my experience in the Conzen lab, I associated cancer with pink ribbons, Susan G. Komen, and the month of October. Now, I associate it with nuclear receptors, targeted treatments, cell lines, and SCID mice.

In many ways, last summer was filled with firsts. The first time I looked at cancer cells under a microscope. The first time I interacted with a patient. The first time I measured a tumor on a mouse. The first time I treated cells with chemotherapy.

As a new arrival in the laboratory, everything was novel, intense, and intimidating. Within a few weeks it became familiar and expected. The work remained novel and intense, but my feelings toward it changed. In the same way that a person settles into a job in consulting or banking, my “normal” became spending 10 hours a day working with cancer.

As the most junior member of the lab, and the person with the fewest letters after my name, I spent the first few weeks learning how the lab operated. After I established my footing, I was entrusted with my own experiments. I was given my own cells, my own rack in an incubator, and my own cohort of mice. I was fortunate to utilize the data I collected over the summer to write my senior thesis in biology this fall.

While many of my fellow Robert Day Scholars committed themselves to 10-hour days at banks and consultancies across the U.S., I logged my hours in the tissue culture room, the animal room, and at the lab bench. I learned how to grow cancer cells, starve them, treat them with drugs to induce a stress response, and kill them with chemotherapy. I learned how to visualize and quantify cell death.

On the surface, that experience appears very different from the experiences of other Robert Day Scholars. My decision to pursue a future in medicine seems worlds apart from their goals. However, I find more similarities than I find differences. Like my friends in banking, I spent hours creating and analyzing Excel spread sheets, I worked weekends, and I endured long conversations trying to explain to my proud mother what, exactly, I was doing.

I found that the skills required for success in the lab were no different from those that my friends depended on in their internships. Like them, I had to learn rapidly during my orientation period, utilize my analytical skills to understand the insights offered by large data sets and adapt my work to reflect those insights, synthesize and present data effectively to those in charge, and learn as much as I could from the numerous intelligent people I was surrounded by each day.

Like my peers, working in a wide array of industries in cities across the globe, I relied on my CMC education to succeed. My broad, liberal arts education enabled me to thrive in the lab by providing me with the abilities to learn quickly, work diligently, and communicate clearly.

Elizabeth Duckworth ’14 is a science and management major and a Robert Day Scholar. She participated in the inaugural semester of the Silicon Valley Program and now serves as a consultant for the Center for Writing and Public Discourse.
Mark Your Calendar!

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**March 13**
Various events held in honor of this year’s recipient of the Kravis Prize, Helen Keller International.
http://cmc.edu/kravisprize/

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**May 2-4**
Catch up with your classmates at this year’s Alumni Weekend
https://online.cmc.edu/NetCommunity/alumniweekend

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**May 17**
Come celebrate with the Class of 2014 at the 67th annual Commencement ceremony, 2 p.m., on Pritzlaff Field.
http://www.cmc.edu/commencement/

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**May 19-24**
CMS Athletics last hosted the NCAA Division III Tennis Championships in 2011 and looks forward to hosting the event and its participants once again this year at the Biszantz Family Tennis Center.
http://cmsathletics.org/ncaa/tennischampionships/2014

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**May 30 – June 1**
The Class of 2009 Five-Year Reunion schedule pays tribute to the unique CMC experience, giving alumni (and their guests) the opportunity to take a dynamic and exciting trip down memory lane while reconnecting with fellow alumni, faculty, and the ever-evolving CMC community.
https://online.cmc.edu/NetCommunity/5YearReunion
A CAMPAIGN WITH PLENTY OF PEAKS:
The view from the Kravis Center
What did the $600-million Campaign for Claremont McKenna accomplish? Some achievements are hard to miss—the five-level Kravis Center, for example, rising at the northwest end of campus along Columbia Avenue. Others are less obvious. They belong to the College’s operational side—the underwriting of special events, like the Milosz festivals (which brought glittering arrays of literati to campus to honor the poet laureate); enhanced resources for the Student Investment Fund (which enables tomorrow’s major stock market players to learn the ropes today); or the various scholarships enabling many students to enjoy the CMC experience regardless of their families’ economic circumstances. This combination of achievements visible and behind the scenes is one way to characterize the success of one of the greatest campaigns in CMC’s history—and, arguably, in liberal arts college history. When the Campaign for Claremont McKenna finished on June 30, 2013, it exceeded expectations by raising more than $635.2 million deemed vital to the College’s continuing strategic success. Just how vital? For CMC Board of Trustees Chair Harry McMahon ’75 P’08 P’09, a top-ranked school like CMC can’t attain—and maintain—national preeminence without such an effort. “Achieving excellence in higher education is incredibly challenging,” the chairman said at the time of the Campaign’s closure. It “requires a substantial investment in our students and faculty.” During the Campaign, the CMC community rose to the challenge in typical Stag-Athena fashion. CMC’s Development Office reports that more than 75% of the college’s alumni base contributed to the College over the course of the Campaign—a percentage well above the rates of typical campaigns at other liberal arts colleges. “This remarkable campaign,” McMahon added, “strengthened the culture of giving in our Claremont McKenna community that will support our commitment to excellence for years to come.” What follows is an overview that summarizes key highlights of the Campaign and indicates what priorities still remain for President Hiram Chodosh, the Board of Trustees, Vice President for Development & External Relations Ernie Iseminger, and his team.
ON THE CAMPAIGN TRAIL—President Pamela Gann, joined by her Campaign team (from left): Harry McMahon ’75 P’08 P’09, Gann, Josh Walter ’01, David Hetz ’80 P’10, Laura (May) Grisolano ’86, Rich Watkins, Emily Meinhardt ’10, Jack Pitney, Marc Massoud P’89, and Benjamin Hough ’08

THE CAMPAIGN’S LAUNCH

When President Pamela Gann took to the road in early 2008 to make the case for the Campaign for Claremont McKenna, she was joined by a select group of College representatives, including Chairman McMahon, Campaign Steering Committee Co-chair David Hetz ’80 P’10, faculty members (Jack Pitney and Marc Massoud P’89, among them), high-profile alumni (then-CMCAA President Laura Grisolano ’86), students (Emily Meinhardt ’10 and Benjamin Hough ’08), and other members of the CMC community.

Other Campaign personnel included Vice-President of Development William Lowery, Campaign Steering Committee Co-chair Tom Mitchell ’66 and several honorary co-chairs: George R. Roberts ’66 P’93, Jack Stark ’57 GP’11, Robert Day ’65 P’12, and Henry R. Kravis ’67. In addition to Mitchell and Hetz, the Campaign Steering Committee also enjoyed the guidance of vice chairs McMahon and Peter K. Barker ’70 P’01.

During an eight-city, cross-country tour, Gann and her Traveling Team revealed the five categories that the Campaign would address:

- Faculty
- Students
- Facilities
- The Fund for CMC
- The Robert Day Scholars Program

The decision was made to apportion the total $600-million goal among the five categories (or

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**Diagram:**

- Investments in Faculty: $110,000,000
- Investments in Students: $57,507,283
- Investments in Facilities: $160,209,276
- Robert Day Scholars: $200,001,000
- The Fund for CMC: $71,476,651
- Other: $78,992,964

**Total:**

- Goal: $600,000,000
- Actual: $635,196,496
“buckets”), with Trustee Day’s extraordinary pledge of $200-million getting the Campaign off to a great start.

In the years that followed, other significant trustee gifts—among them, unrestricted gifts of $75 million from Kravis ’67 and Marie-Josée Kravis, $50 million from Roberts, and $7.5 million from Nancy and Steve Crown ’74—would build on this early momentum as the College reached its $600-million goal seven months ahead of schedule.

THE ROBERT DAY SCHOLARS PROGRAM

Trustee Robert Day’s $200-million pledge transformed the College’s approach to economics and finance—and stunned the world of higher education. The substantial Day gift resulted in the establishment of the five-College undergraduate Robert Day Scholars Program and the Master’s Program in Finance. Since opening its doors in 2008, the Robert Day School has been providing a deeper, richer educational experience that offers new courses, programs, and co-curricular opportunities that prepare students for the rapidly changing global economy.

The program has done much more, including: the hiring of new faculty, the creation of a joint B.A./M.A. degree along with the new master’s degree in finance, more internship opportunities, individualized career placement services assistance, and financial aid. Funding also has supported a host of co-curricular programming, including the Robert Day School Case Competition, workshops on experiential leadership, business communication, ethics, and financial modeling/valuation, community service activities, networking trips around the globe, and the RDS Distinguished Speaker Series featuring speakers from the highest echelons of the business world.

As a result of this intensive focus, RDS enjoys a 95% placement rate (within 90 days of graduation) of all master’s graduates and a 98% placement rate (also within 90 days of graduation) of all undergrad Robert Day Scholars.

Other features include the recent merger of the Boards of Advisors of the Robert Day School and the Financial Economics Institute, and partnerships with other entities on campus that resulted in the creation of the Silicon Valley Program (in conjunction with the Center for Global Education), the Center for Innovation and Entrepreneurship (in partnership with the Kravis Leadership Institute) that is directed by RDS Professor Janet Smith, and the CMC-Yonsei University Summer Program (in collaboration with the Center for Global Education) led by RDS Professor Manfred Keil.

The program’s effect also has been felt campus-wide. When CMC’s Economics Department was renamed the Robert Day School of Economics and Finance, the change was more than symbolic. Through the creation of additional curricular and co-curricular opportunities, students from across CMC’s campus have reaped the benefits from the establishment of the RDS.

“My sincere wish,” Day said at the time of the gift’s announcement, “is that this program becomes a long-lasting force in helping shape the next generation of leaders.”

SUPPORT FOR FACILITIES

The campus’ physical environment has been augmented and improved by a number of new buildings and renovation projects to address dated facilities and meet the needs of the College’s community.

The final Campaign result of more than $160 million for facilities surpasses the $100-million goal. The additional resources received for facilities have resulted in a host of much-needed renovations (including the Athenaeum, the North Mall, Emett Student Center,
and Pritzlaff Field), as well as the construction of several new state-of-the-art structures and facilities, including:
— Kravis Center (LEED-Gold certified, designed by Rafael Viñoly)
— Biszantz Family Tennis Center (host site for upcoming NCAA tournaments)
— Crown Hall (state-of-the-art student residence)
— new sports scoreboards for Fritz B. Burns Stadium, Arce Field, and the Athenas softball field
— the Roberts Pavilion (forthcoming, which will replace Ducey Gymnasium)

For each alumnus who made a multi-year pledge as part of the Challenge, Crown gave an additional gift in honor of their donation.

The result?
One in three alumni agreed to make a four-year pledge at a time when the College needed it most. Thanks to its success, a second Crown Challenge was started in the fall, and today 3,450 alumni have joined this transformative giving program whose primary message is, *Every gift matters, regardless of size.*

**OTHER**

What is “Other” and why does this category deserve to be highlighted before the categories for faculty and student investment? Because “Other” has enhanced both categories and many other parts of the college’s varied operations. In the course of fundraising for the Campaign, the five designated categories grew to six with the addition of “Other.”

Nearly $79 million was raised in this category that didn’t fall into the five existing campaign buckets even though these funds have had a strong spillover impact on the rest of the Campaign’s initiatives. Monies classified as “other,” for example, include Planned Giving funds (annuities, charitable remainder trusts, and estate expectancies) as well as funding support for special campus events, programs, faculty and student research, and the costs of running facilities and research institutes. Without the “Other” Category, the Campaign would not have reached its original $600-million goal.

**SUPPORT FOR FACULTY**

More than $72 million was raised for faculty assistance, and the primary force behind it was the George R. Roberts Faculty Leadership Initiative. Also known as the Roberts Challenge, the initiative resulted in the creation of 27 endowed professorial chairs in all disciplines. The initiative—funded by a gift from Roberts of more than $20 million that encouraged additional gifts totaling $40 million—generated more than $63 million in new professorship funds. Under the initiative, 27 professorial chairs were created, including Roberts’ decision in the Campaign’s closing months to extend the initiative from 26 to 27 chairs in order to include a professorial chair in honor of President Emerita Pamela Gann.

As Gann often said about this Campaign initiative, faculty distinctions are “the coin of the realm” in higher education, and under the terms of the gift, every faculty member holding one of the new endowed chairs also carries the designation of George R. Roberts.
Fellow. Faculty who have been honored under this initiative include China expert Minxin Pei P’13 as Tom and Margot Pritzker ’72 Professor of Government, Aseema Sinha as Wagener Family Endowed Associate Professor of Government, and Wendy Lower as John K. Roth Professor of History.

Along with the Roberts Challenge, the remaining funds collected for faculty support were applied to additional research support and to faculty endowments existing before the Campaign began. While this slice of the Campaign did not reach its $110 million goal, $72 million represents a sizable investment in addition to other funds provided to faculty support—but not factored into that $72 million total—that are derived from the Day gift and the “Other” category mentioned above.

**SUPPORT FOR STUDENTS**

In the early years of the Campaign, two gifts provided a strong start to the student category and created significant new resources for students in the areas of science and merit aid.

A gift of $20 million from the Bill & Melinda Gates Foundation in 2008 funded the Interdisciplinary Science Scholarship Program, which promotes leadership in science and provides financial aid to CMCers interested in pursuing a future scientific career.

The Frank Seaver Estate provided a gift of $13.9 million, which led to the creation of the Frank Seaver Leadership Scholars Program, which is aimed at recognizing and recruiting outstanding high-merit students who exhibit leadership potential. The program also provides scholarships, a summer stipend for research and internships, and programming.

Other student enhancements during the Campaign years include: The creation of 18 new Freshman Humanities Seminars and the opening of the Silicon Valley Program in the fall of 2012. The SVP is modeled on CMC’s successful, 40-year-old Washington D.C. internship program and grew from the success of the Information Technology Advisory Board (ITAB) Silicon Valley Networking Trips spearheaded by Trustee Bart Evans ’70. In the Campaign’s final months, the College also launched the Center for Innovation and Entrepreneurship as a vital support hub and idea space for future entrepreneurs.

In spite of these and many other new curricular and co-curricular features introduced during the Campaign, the final total for the student slice—$57 million—fell below its projected goal. That final figure, however, doesn’t reflect collateral funding support that students have received from the “Other” category and from the Day gift, which has enhanced many of the curricular/co-curricular offerings available to the entire student body.

**WHAT’S NEXT: THE STUDENT IMPERATIVE**

As the Campaign ended and CMC welcomed the arrival of Gann’s successor, Hiram Chodosh, in July, a national conversation on college affordability was building. By the fall, a chorus of articles and OpEds in major media outlets asked the same question, *Who can afford to pay the rising tuition costs of higher education?* For CMC, that question has resulted in a new fundraising initiative, *The Student Imperative.*

According to recent information supplied by the College’s Office of Institutional Research, the gap between the annual cost of a CMC education and the expected family contribution continues to reflect rising trends across the nation. (See chart below.)
Rather than address this challenge with another general campaign, President Chodosh and his team have decided that The Student Imperative will be wholly devoted to student needs by raising $100 million for financial aid. The Imperative will enable the College to recruit and support talented students from a diverse range of socioeconomic backgrounds with enhanced need-based aid and merit scholarships. Eventually the Imperative also will address internship support and student opportunities provided by the College’s network of research institutes and centers.

As he explained to the media during the recent Washington D.C. Summit on College Affordability (see page 4), Chodosh wants the Imperative to meet three interrelated challenges in higher education: “the reduction of cost, including for low- and moderate-income families; the enhancement of value; and the development of thoughtful, productive, and responsible leaders.”

For more on The Student Imperative in the weeks and months to come, visit www.cmc.edu/the-student-imperative/

—Nick Owchar ’90
Daily life for Augie Nieto ’80 P’08 is a struggle. He has four caregivers who provide round-the-clock care. It takes him two hours to get ready each morning and 20 minutes to get in and out of the car. He can no longer speak but uses TypeRight software to communicate.

The founder of Life Fitness and chairman of Octane Fitness, Nieto is living with ALS—amyotrophic lateral sclerosis—more commonly known as Lou Gehrig’s Disease.

ALS is a progressive neurodegenerative disease that destroys the nerve cells in the brain and spinal cord controlling the muscles and progresses eventually to complete paralysis. Those with ALS typically survive three to five years after being diagnosed. Remarkably, Nieto is coming up on almost nine years.

The happily married father of four received his diagnosis in 2005, and his family traveled the country for a second opinion—and then a third, fourth, fifth, and sixth. Every result was the same.

“Augie’s reaction was basically not functioning,” said his wife, Lynne. “He became depressed and lost 20 pounds.”

Knowing the toll this disease would take on his family, and not wanting to be a burden, Nieto attempted to commit suicide. He awoke in the hospital a few days later and told his family he was happy to be alive.

“I can choose to celebrate what I do have or mourn the loss of something I can no longer do by myself,” he said. “By choosing to live with ALS, I can provide hope for those that are diagnosed.”

The Nietos shared their story during a visit to the CMC campus for Homecoming Weekend in November. Augie’s visit followed a recent appearance on NBC’s Today Show as part of the program’s “#InspiredBy” series, hosted by Natalie Morales. Morales first talked with Augie in 2009 and told the viewing audience that she “honestly feared it might be the last time I would see him.”

“But today,” Morales added, “miraculously, he seems to be thriving by leaps and bounds.”

The story of Nieto’s success as an entrepreneur and his impact on American fitness is telling in his actions following the initial shock of the diagnosis. The Los Angeles Times put it this way in a 2007 review of Nieto’s autobiography, Augie’s Quest: One Man’s Journey From Success to Significance:

“You may not know the name Augie Nieto, but in the gym world, he’s a rock star. In the late 1970s, when Nieto was still an impoverished college student, he opened his own gym in Southern California, launched his career as an entrepreneur and slowly built an exercise equipment empire that anticipated America’s cardio fitness craze. (It’s largely thanks to him that there are Lifecycles, computerized stationary bikes, in nearly every health club in the country.) His company became the largest commercial fitness equipment provider in the world.

After struggling with the reality of his diagnosis, Nieto turned his attention to applying his business savvy and powerful determination to ALS research. He formed Augie’s Quest, with a mission of finding a cure for ALS.

“There was a small group of people dedicated to finding a cure, but they weren’t moving fast enough for me,” he said, describing Augie’s Quest as “an aggressive, cure-driven effort focused on finding treatments and cures for ALS.”

Augie’s Quest will top $40 million in donations this year, 100% of it going straight to ALS research at the ALS Therapy Development Institute in Cambridge, MA. “My ultimate goal,” he said, “is not about the dollars raised, but what we do with the money. My goal is to create
CMCAA PRESIDENT’S MESSAGE

A Voice for Alumni on the Board of Trustees

Wow, what a lot of exciting things are happening at CMC! We’ve broken ground for the Roberts Pavilion, we’ve launched The Student Imperative to improve scholarship funding, and we’ve again broken the record for the number of freshman applications. None of this would happen without your continued support with your time, talents, and your donations.

I’d like to thank all those noted in this year’s Honor Roll for their contributions. You’ve heard it before, but it bears repeating, that tuition does not come close to covering the education costs for our current students. Your donations make up the difference and every little bit counts: No amount is too small!

As vitally important as your donations are to the health of the College, you can contribute to our success in other ways, too. Be a volunteer, for example. Our alumni are quite generous with their time, so it’s hard to single out just a few even though I’d like to highlight three in this message. They are our Alumni Trustees, Christine (Huk) Mann ’87, Karl Schade ’96, and Bruce Soll ’79 P’12 P’15 P’17. They represent you, and all of our alumni, on the Board of Trustees.

Since 1965, the Alumni Association has nominated Alumni Trustee Designees to serve three-year terms. The Board of Trustees elects them to voice the views of the broader alumni, bring diversity of experience to Board deliberations, and to meet specific Board needs for issue expertise.

Though most of our Trustees are now alumni, the Alumni Trustees themselves still play the vital role of bringing the views of the broader Alumni Association—you—to Board discussions. Your views on critical issues facing the College, from fundraising to campus topics to admission policies, are given a full airing by your Alumni Trustees.

However, they cannot represent you if they don’t hear from you. So, I encourage you to reach out to them (and to me; as the CMCAA President, I also serve on the Board of Trustees) with your thoughts about the governance of CMC. The Alumni Association is proud of its close collaboration and strong working relationship with the Board of Trustees, and hearing from you will only make that relationship stronger.

Our Alumni Trustee Designees are nominated from the pool of alumni who over the years have shown a dedication to the College and our alumni through their contributions not just of funds, but of their time and talent as well. This is a role requiring a significant investment of time, and it is a major honor for those nominated and elected. It’s not too early to think about how you could enter that pool of potential nominees should you want to take on that important volunteer responsibility in the future.

Whether you give of your time as a chapter leader or alumni admission interviewer, your talent as a member of our social media or mentoring teams, or your funds as highlighted in this year’s Honor Roll, we salute you for your contributions to and support of the College. All of the great things happening at CMC would not be happening without you.

Thank you,

John McDowell ’79
2013-14 CMC Alumni Association President

It’s not too early to think about how you could enter that pool of potential nominees should you want to take on that important volunteer responsibility in the future.

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multiple drugs that will slow down the progression of the disease.”

As chairman of the ALS Therapy Development Institute, the largest ALS research institute in the world, he is doing just that. The institute currently has two drugs in clinical trials.

Nieto credits the love and support of family and friends for his positive outlook, along with a sense of humor. He has a list of the “top ten reasons why it is good to have ALS,” which includes perks such as being able to “give advice to my kids and they might even listen,” and using “the ALS card to get out of jail with my wife.”

His energy and spirit fuel his drive to find a cure, and he says he’s busier now than before his diagnosis.

“I wake up every day knowing that there’s so much to accomplish, and I will do all I can to move us closer to a treatment for ALS.”

In addition to his other leadership posts, Nieto is the Chairman of ALS TDI, sits on the board of Curves, and acts as an advisor to North Castle Partners, a private equity firm focused in the health, wellness, and active living sector. He participates in board meetings via WebEx from home.

“ALS took my strength from me, but gave me a desire to be significant in my life—to really make a difference in a bigger way than I had before.”

Few people with ALS live as long as Augie has. “We don’t know one person who was diagnosed when we were who is still alive,” said Lynne Nieto.

But Augie isn’t just surviving—he’s thriving. He does leg presses and rides a specially-designed stationary bicycle. Working with physical therapists, he recently moved his arms—an unthinkable milestone for someone with ALS. He hopes to walk his daughter down the aisle when she gets married this summer.

“The future for people living with ALS is more promising today than I dreamed it could be seven years ago,” he said.

Augie is living proof of that—living, thriving proof.

Laura Masko is communications and events coordinator in CMC’s Office of Alumni and Parent Relations.
CLIFFORD DONALD BUTLER '51 of San Marino died at his home on January 3, 2014. He was 88. Butler was born at Hollywood Presbyterian Hospital and grew up in Beverly Hills. His father, Clifford Pearson Butler, was Treasurer of First National Studios which became Warner Brothers. He attended Hawthorne Elementary and Beverly Hills High. On his 18th birthday in 1943 he received a telegram from the U.S. Army ordering him to report for duty. He spent the next three years in the Army Combat Engineers which fought across France and Germany. They built temporary bridges while under fire so the infantry could advance.

After the war, he attended UCLA and transferred to Claremont McKenna College where he graduated in Business in 1951. While in Claremont he met his future wife Alice Ebbelwhite who was attending Scripps College. The two were married in 1952. Don pursued a career in banking for 35 years serving as Director of all public funds for what became Wells Fargo Bank. He was president of the Hastings Foundation and treasurer for the City of San Marino.

He leaves his wife, Alice, sons Kenneth Butler of San Marino and Stephen Butler of Arcadia; two grand-daughters Melissa Butler Crenshaw, and Michele Butler O’Malley; and three great grand children.

JOHN S. SHIPPEE ’65 of Washington, D.C., died on Dec. 27, 2011. He was 67. He grew up in the San Francisco Bay area and attended the Peninsula School in Menlo Park. At CMC, Shippee studied history and was active on the academic events committee for student government and involved in theater and drama. He went on to graduate study at Stanford University, studying political science, international relations, and peace and conflict resolution. During this time, he worked in Oslo, Norway, with the Peace Research Institute. He taught at the School for International Studies in Brattleboro, VT, before moving to Atlanta to attend Emory University to study with Dr. James Fowler in the Theology and Personality Program at the Candler School of Theology, where he met his wife, Margaret Blevins, a fellow graduate student in a class they were taking together. After a life in the academic world, John turned to non-profit development, serving on the staff of Communities and Schools of Georgia, Morehouse School of Medicine, and Habitat for Humanity. In his later years, John was a consultant and fund-raising specialist with various non-profit organizations in the Atlanta area, including the Center for Faith and Health, School of Public Health, Emory University.

JAMES B. HEBARD ’66 of Los Angeles died on January 4, 2011. He was 70. Born and raised in New York City, Hebard attended Trinity School and later St. George’s School in Rhode Island where he was involved in choir and his school newspaper. After transferring from Oberlin College, Hebard studied economics at CMC.

Please send us your news.

To send a class note to CMC, please contact your liaison, listed at the end of your class year’s notes or found at http://www.claremontmckenna.edu/alumimgateway/cmcaclassscribes.asp

To report news online, go to http://www.claremontmckenna.edu/news/cmc/magazine/AlumniNewsForm.asp

CMC Magazine does not accept engagement, pre-birth, or legacy application announcements; fundraising or solicitation notices; obscenities; libelous, defamatory, or harassing statements. All submissions to Class Notes are subject to editing for style, clarity, length, and strict adherence to these content guidelines.

The submission deadline for the spring 2014 issue is March 21.

Please be advised that the editorial staff neither guarantees the validity of any information herein nor is responsible for the appearance of any inaccurate or libelous information.
The art of the deal
Insights into fundraising... and the time Marian Miner Cook pulled out her checkbook

By Jack L. Stark '57 GP'11

You didn’t conduct business deals in The California Club dining room. That was the rule. But that didn’t mean that you couldn’t take someone there and talk about business over a nice lunch. You just had to finish the actual deal somewhere else.

I liked the Club, and it seemed like a good, pleasant place to have lunch with Marian Miner Cook and talk to her about an important CMC campaign: a new home for our Athenaeum.

Originally, the idea of an Athenaeum—a place where students and faculty could mingle and listen to visiting speakers—had been Donald McKenna’s idea, and for several years we’d already had an Athenaeum on campus. It had become so popular that it had quickly outgrown the old president’s house. With our new campaign, we planned not only to build a new home for it, we also wanted to protect the Athenaeum by building an endowment, too—even in lean times, an endowment would preserve its program, and its impact on students, from any cutbacks or reductions.

At the time that we were planning to raise the money, Marian was a CMC trustee back in the late 1970s, and she was also a friend of mine. I knew her well, and I felt that she would have a special feeling for this project.

I’d known Marian and her husband John for a long time. Until his death, John had been a Scripps Trustee (there was even some talk of his coming over to the CMC Board before he died). She and John had always appreciated the importance of having speakers visit the colleges. With a new Athenaeum and a bigger, better program, we were going to do something really special. We would invite an even broader range of speakers on all kinds of controversial issues. Liberal, conservative, and so forth. We wanted to try to present a balanced program for our students. I didn’t know of anyone else who planned not only to build a new home for it, we also wanted to protect the Athenaeum by building an endowment, too—even in lean times, an endowment would preserve its program, and its impact on students, from any cutbacks or reductions.

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Often, when you met with someone, you didn’t go alone. You’d bring along your V.P. of Development, or maybe another Trustee, but in this case, I didn’t do that. I knew Marian too well. I realized that if I had brought someone else with me to the Club, she would have felt that we were gangling up on her. So I made arrangements for just the two of us to meet. It was, how can I put this, a very memorable lunch.

Marian was very enthusiastic and receptive about building a new Athenaeum. The project excited her. She told me, “yes, I will give you money for this.” But it wasn’t just any money. She was agreeing to give us $1 million, which was an incredible sum, especially in those days.

I was delighted, and I thanked her, but I wasn’t prepared for what she did next. As we finished our meal, she took out a pen and her checkbook and started to write me a check. As I explained at the beginning of this piece, you weren’t supposed to do this kind of thing at the Club. The establishment frowned on business deals conducted there, and I think Marian remembered because she suddenly stopped writing and looked around us. “Oh, I shouldn’t be doing this here!” she said.

It all happened so fast. I looked at her. I looked at the checkbook on the table.

“That’s all right, Marian,” I told her with a chuckle. “You just go ahead and write that check. I’m sure no one’s going to stop you.”

She smiled and handed it to me. I can’t describe how I felt when I left the Club that afternoon and drove back to Claremont. I had our future Athenaeum literally in my pocket. In all my years as a fundraiser, that’s the only time that I ever had that kind of thing happen to me.

Plenty of people, I’m sure, will say that doing this sort of thing is difficult for them. Asking someone for financial help is hard. But I don’t agree with that. It really wasn’t difficult for me. I know that some may say it was easier for me because I’m a CMC alumnus. But I don’t think that’s true. Being an insider certainly has helped me with certain issues over the years—making the case for coeducation, for example, in the 1970s—but when I look back on my own successes as a fundraiser, the key to my success boils down to something that anyone, alumnus/-na or not, will understand: I’ve always thought that CMC is a really special place. I believe in CMC and in what we are trying to do.

That’s what it has always come down to for me: a faith in our work. And as a fundraiser, that’s what you want to give to your supporters. You want them to share your faith in the importance of our mission.

For the most part, people know full well what you are doing when you meet them to talk about the school. It’s not a big secret. That doesn’t mean that you’re always going to be successful and receive a big pledge from them. I didn’t always win. I made a number of calls and asked for some very hefty gifts, and I was turned down. But that’s the name of the game. The old saying in development is, “Don’t insult someone by asking for too little: You don’t want them to think that you question their commitment or their ability.” I always thought long and hard about this before meeting with anyone. Never underestimate your supporters.

On the other hand, never underestimate what they’re receiving in exchange for their gift, either. There are so many organizations in the world today asking for financial support, but what’s different about supporting a college is that society moves forward because of educational institutions. Progress is made. People want opportunities to be involved in something special that’s making real contributions to society. It was true when I was president of CMC, and it’s still true now.
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Funded with a gift of Appreciated Stock yields...

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**Impact, and a Lasting Legacy**
Your gift will help ensure financial support for future CMCers and a lasting legacy for your family.

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Charitable deductions are based on a gift of $100,000.

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A TIME FOR LIVELY (AND CIVIL) DEBATE: The Current is a new program encouraging engaged discussions between students and faculty on a range of timely, current topics. Supported by President Chodosh, the new program convened this fall in the Athenaeum (see picture) with open debates on the pros and cons of U.S. intervention in Syria (featuring Professors Edward Haley and Jennifer Taw, students Will Mitchell ’14 and Abby Dolmseth ’14, and moderator Talia Segal ’15) and perspectives on the U.S. Government shutdown in October (featuring Professors Andrew Busch, Eric Helland, and Lily Geismer, students Jack Houghteling ’14 and Michael Irvine ’16, and moderators Segal and Isabel Laterzo ’16). Attendees like student Ana Kakkar ’14 (pictured left) also had a chance to express their views. For more on The Current, visit http://thecurrentcmc.wordpress.com/