

**100**

FALL 2023

**Days of Community  
Connections**

Connecting with the Community  
and Envisioning the Future





Dear Harvey Mudd Community,

A longtime alum told me that Harvey Mudd College was *in* him. I get it. After being here for 100 days, now Mudd is *in* me too. I'm grateful that I could begin my role here by investing time to connect with this wonderful community. As I shared at some of our gatherings, I have endeavored to sponge in Harvey Mudd, so that I can express it out and lead us in navigating a path forward.

Our commitment to fostering meaningful connections within this community is palpable, and it's evident in every facet of our campus life. The "by the numbers" page attempts to quantify some facets of my outreach, which included students, faculty, staff, alumni, parents, trustees and friends of this wonderful College. I appreciate everyone's enthusiastic participation and your candid comments. The pulse of our campus is remarkably positive, filled with excitement, enthusiasm and curiosity. However, we're also attuned to the challenges, among them work overload, stress and managing priorities. I've taken all of this into consideration as I begin to summarize your comments.

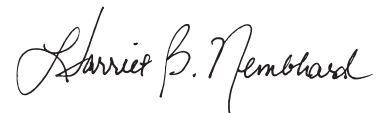
From the initial conversations, six themes emerged:

- Culture and people
- The student experience
- Academic programs
- Impact on society
- Places and spaces
- Building capacity to invest in our future

These are the themes I believe will lead us into the future of Harvey Mudd College. Please have a look at this document to see if you agree. If there is something that you believe we should amend, please let me know by submitting your thoughts using the QR code or link included later in this report.

Our dedication to community connections remains unwavering. The relationships we've built and strengthened over the past months are the foundation upon which we'll continue to thrive and grow as a community.

Thank you for being part of this incredible journey. I look forward to continuing to lead us as, together, we work to further propel Harvey Mudd College to new heights of innovation.



Harriet B. Nembhard

Harriet B. Nembhard  
President, Harvey Mudd College



## By the Numbers

### Strengthening Our Connections

During my first 100 days, I invited the Harvey Mudd College community to meet with me to share thoughts on how the College can continue to accelerate its success in a rapidly changing world. My goal was to get to know you better and to create opportunities for you to get to know me as well. I did this through a combination of individual and group meetings as well as through The Mudd Minute videos, social media posts and an online suggestion form. I want to thank you all again for sharing your thoughts and suggestions with me and for helping me feel so welcome.

100 DAYS



- 105+** meetings and events
- 1,390+** participants
- Nearly 300** faculty and staff engaged
- 133+** students engaged
- 114+** alumni engaged
- 412** parents engaged
- 151** trustees and friends engaged



#### SOCIAL MEDIA

- 51,595** people reached via social media posts
- 2,496** comments and interactions



#### WEB

- 1,283** visitors to Community Connections web pages
- 2,190** page views for Community Connections pages
- 187** suggestions via the online form



**THEME**

**1**

**Culture and People**

You told me that Harvey Mudd is an amazing place, one that is worthy of special endeavors. You told me that we are quirky and kind; we are nimble and helpful; we are proud to be a close-knit community. But there is work to be done. You also told me that not everyone always feels they are heard and belong.

**WHAT I'M THINKING ABOUT**

How can we build a healthier community where well-being and mental health are more strongly supported?

How can we create a more successful community that engenders a stronger sense of belonging for all?

How can we infuse more joy and happiness into our campus life?

What actions can we take to lead systemic change in STEM education?

How can we strengthen partnerships across The Claremont Colleges?

**SUMMARY OF WHAT YOU SAID/I HEARD**

**What makes us remarkable**

- We are focused on collaboration and not competition; this spirit of active collaboration is an essential part of what makes Harvey Mudd unique.
- We are a beacon for students from all backgrounds, income levels and communities who love STEM and more.
- We are a small, tight-knit community.
- As a member of The Claremont Colleges, our students have access to an extended set of resources, including classes, dining, libraries and athletics.
- People are very nice, inclusive, and they care about their work.

**Opportunities for improvement**

- We must continue to undergird and strengthen the Honor Code.
- The culture of overwork needs reframing to increase work-life harmony.
- We must strive to create a community where each member and group feels that their identities are valued and supported.
- Front-line staff need to be more empowered to solve problems creatively.
- We can reimagine the culture of HMC post-Covid: Keep what deserves to be kept; change what needs to change.
- We need to improve relations between administration and various constituencies.



## THEME 2

# The Student Experience

I'm told that students who choose to come to Harvey Mudd know they will work hard and play hard. They will study together, laugh together and explore a wide range of interests together.

### WHAT I'M THINKING ABOUT

What will residential life need to look like to meet students' expectations in the next decades?

How can prototyping and design thinking help students focus on creating their experience?

How can the College provide the resources and support for students to thrive?

### SUMMARY OF WHAT YOU SAID/I HEARD

#### Why students love Mudd

- The need for collaboration to succeed academically at Harvey Mudd is fundamental to current and future success.
- Our residence halls provide unique cultures and experiences that help forge strong connections among our students.
- Students from all years live together in the dorms, meaning help with a tough assignment is only a suite or floor away.
- Mudders can participate in NCAA Division III athletics through CMS teams.
- Everyone wants Mudd students to be successful and is highly responsive to their curiosity.

#### Opportunities for improvement

- Students wish for increased flexibility in the curriculum so they can pursue more electives, 5C courses and other learning pathways to enhance broad interests.
- While mental health resources have improved, the support has not fully kept pace with the increasing demand, especially for those with multiple, underserved identities.
- There is a desire for more engagement with students at the other 4Cs, more campus events and more recognition for athletics.
- Students need stronger support for launching their careers and gaining industry experience.
- We need to ensure support for low-income students so they too can enjoy research and extracurricular opportunities.
- Student workers need higher wages and benefits.
- STEM-related clubs would like to have more opportunities and funding.

One alum said, "Harvey Mudd bestowed my life with its greatest friendships."



## THEME 3

# Academic Programs

The Common Core provides a broad scientific background coupled with academic writing and critical inquiry. Across the board, I'm told that this is a foundation without equal. It prepares students for any traditional major as well as innovative or interdisciplinary pursuits. It's what distinguishes Mudders long after they graduate.

### WHAT I'M THINKING ABOUT

How can we elevate our role as a STEM education innovator?

Are there additional departments, centers or institutes that would benefit the College?

What programs or credentials will be essential for future students?

What are the upsides and downsides of artificial intelligence and large language models?

How do we meet the urgent need to infuse greater focus on ethics into every aspect of the academic experience?

### SUMMARY OF WHAT YOU SAID/I HEARD

#### Where our academic programs shine

- Our faculty are outstanding and truly committed to teaching and learning.
- Students have a high level of access to professors as well as to other resources, including the Academic Excellence program. There is a strong focus on individual learning.
- Academic collaboration is emphasized as essential to current and future success.
- Research is a strong formative experience for HMC students.
- The Department of Computer Science and the new joint programs in development around climate are pivotal to the College's ability to prepare students for the future.

#### Opportunities for improvement

- A multidisciplinary focus on cognition in all its aspects, spanning human's intelligent use of AI to serve society, would leverage Mudd's unique characteristics and resources.
- There is a strong desire for a concerted program in entrepreneurship with expanded curricular and co-curricular offerings.
- There are calls to build or strengthen programs in robotics and bioengineering.
- We must foster a stronger sense of students' agency and responsibility for their learning and development pathways while at HMC.
- We need to explore new ways to ensure the Core remains rigorous and fully prepares students for breadth and depth, yet with less overwork and grading pressure.

## THEME 4

### Impact on Society

Educating students “so that they may assume leadership in their fields with a clear understanding of the impact of their work on society” is a key part of our longstanding mission. And yet, I’m learning that there is tremendous opportunity for us to more fully live up to that promise.

SUMMARY OF WHAT YOU SAID/I HEARD

#### Why our foundation is solid

- The education we provide does a great job preparing students to tackle complex STEM topics.
- We have a national reputation as a liberal arts college of science, engineering and mathematics.
- We have the essential foundations that allow us to focus on leading in undergraduate education.

#### How we can ensure a brighter future

- We need more Environmental Clinic projects, environmental seminars and invited speakers, and we need coursework related to environmental applications.
- We can initiate a “tech for good” series consisting of Clinics, job fairs and a startup incubator.
- Staff would like to incorporate green practices into their daily work.



#### WHAT I'M THINKING ABOUT

How do we build students' citizenship and global awareness as an integrated part of the college experience?

How can we open new pathways to STEM education for those who attend underfunded public schools?

What will society look like in the next decade, and what are the implications for STEM education?



THEME **5**

## Places and Spaces

Life on campus here in Southern California is very special. Our residential campus with academics all within a short walk (or skateboard ride) is so convenient.

### WHAT I'M THINKING ABOUT

How do we ensure the safety and security of everyone on campus?

How do we think about work on campus, and how can we strengthen connections when off-campus?

How will we fulfill the campus master plan for a new academic building and dorm?

How can we best use the campus infrastructure during summers in service to STEM access and opportunity?

SUMMARY OF WHAT YOU SAID/I HEARD

### What we enjoy

- The R. Michael Shanahan Center for Teaching and Learning has been vital for this campus.
- Our dining hall has the best food and the best staff.

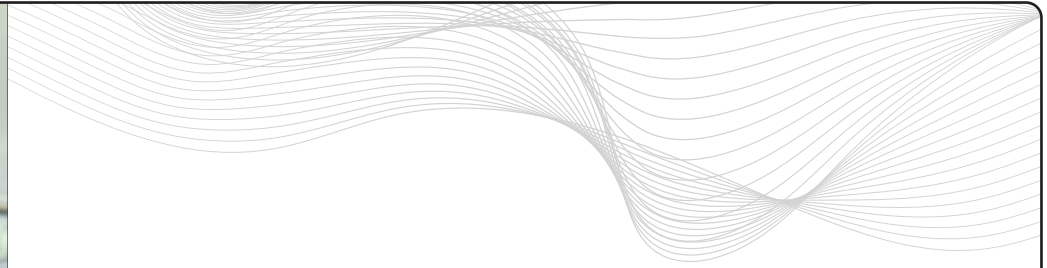
### What needs work

- We'd like to see a wonderful physical space for the natural and experimental sciences that is reflective of the outstanding work of our students, staff and faculty.
- Affinity groups need better spaces.
- Renovations are especially needed for the inner dorms, Platt Campus Center and Linde Activities Center.
- We must continue to reduce environmental impact through water-efficient landscaping, better use of clean/green energy and fewer harmful chemicals.

### Wouldn't it be nice to have ...

- Better acoustics in the central atrium of the Shanahan Center along with beautiful hanging plants and lighting that would make it more welcoming.
- Basement labs with sunlight.
- More visual art around campus.





THEME **6**

## Building Capacity to Invest in Our Future

There are strong budget narratives across almost every group about what the College can and cannot afford. Our financial position is heavily tuition-dependent. And yet, there is a deep commitment to college affordability, to providing competitive salaries and benefits and to strengthening our endowment so we can do all of this and more.

SUMMARY OF WHAT YOU SAID/I HEARD

### What we have done well

- We have managed our financial resources responsibly and conservatively.
- Working with the Claremont Investment Management Company has been beneficial.
- We have a strong, dedicated group of trustees on the board.
- There have been carefully planned and executed efforts to manage tuition and lower access barriers using financial aid.
- Our business, operations and advancement teams are true professionals and are absolutely devoted to Harvey Mudd.

### Some aspirations for moving ahead

- Let's expand opportunities to discuss budget processes, tradeoffs and limitations.
- We can build a stronger culture of philanthropy across all constituencies.
- Some programs or efforts need to be sunset in order to make room for innovation.
- We must make Harvey Mudd more affordable for students and their families.
- Let's continue to elevate our ability to collect and analyze relevant data for making smarter, faster decisions.

### WHAT I'M THINKING ABOUT

How can we best utilize our current level of resources to help springboard innovation while we build additional resources?

How do we level up with philanthropy even as we plan a comprehensive campaign?

How can we all take a role in better nurturing our networks and partnerships?

How do we elevate branding and publicity to further strengthen our reputation?



COMMUNITY CONNECTIONS, BAY AREA



COMMUNITY CONNECTIONS, SEATTLE, WASHINGTON



PARENT AND STUDENT WELCOME RECEPTION, CLAREMONT, CALIFORNIA

## Share Your Thoughts

These are the themes I believe will lead us into the future of Harvey Mudd College. Please review this document and see if you agree. If there is something that you believe we should amend, please let me know by submitting your thoughts using the QR code or [access the form online now](#).

