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Middlebury College Historical Undergraduate Admissions Data: 1996 to 2006

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Applications	4,573	4,718	4,409	4,835	5,141	5,391	5,278	5,298	5,041	5,256	6,184
September Admits	1,268	1,359	1,343	1,244	1,333	1,252	1,459	1,310	1,328	1,301	1,338
September Matriculants	522	569	571	530	564	512	585	580	577	553	560
September Acceptance Rate (1)	28%	29%	30%	26%	26%	23%	28%	25%	26%	25%	22%
September Yield Rate (2)	41%	42%	43%	43%	42%	41%	40%	44%	43%	43%	
February Admits	127	142	191	192	214	168	195	166	209	193	168
February Matriculants	98	103	112	118	129	110	131	120	117	114	
September and Feb Acceptance Rate	31%	32%	35%	30%	30%	26%	31%	28%	30%	28%	24%
September and Feb Yield Rate	44%	45%	45%	45%	45%	44%	43%	47%	45%	45%	
Early Decision											
Applicants	585	621	592	702	811	817	823	762	739	822	910
Acceptances (for September)	185	194	218	238	245	271	248	288	280	276	217
Early Decision acceptance rate	32%	31%	37%	34%	30%	33%	30%	38%	38%	34%	24%
% of Class Admitted Early Decision	35%	34%	38%	45%	43%	53%	42%	50%	49%	50%	39%
Non-Early Decision											
Applications	3,988	4,097	3,817	4,133	4,330	4,574	4,455	4,536	4,302	4,434	5,274
Admits	1,083	1,165	1,125	1,006	1,088	981	1,211	1,022	1,048	1,025	1,121
Yield	31%	32%	31%	29%	29%	25%	28%	29%	28%	27%	
Matriculating Students											
Top 10% of high school class	66%	66%	73%	73%	73%	72%	74%	80%	77%	84%	
Median SAT Verbal (3)	645	662	656	664	660	661	677	665	673	669	
Median SAT Math (3)	642	676	658	664	670	671	681	673	683	680	

NOTES:

(1) Acceptance rate is the percentage of applicants offered admission at the college. A low acceptance rate is considered an indicator of quality since it shows that more students apply to the college than can be accommodated. Transfer applicants are not included.

(2) Yield rate is the percentage of students accepted by the college who enroll. For example, Middlebury accepted 24% of the 5,256 applicants for September 2005 (1,301) and 43% of those students chose to enroll at Middlebury.

(3) SATs are reported for all students, regardless of whether or not the tests were used in making the admission decision.

Source: Admissions Office Data files - Fall 1996 to Fall 2005

**Middlebury College Total Fall Undergraduate Enrollment
Racial/ Ethnic Composition and Country of Citizenship: Fall 1994 to Fall 2005**

Fall	Unknown	Caucasian	Race/Ethnicity					Subtotal, Students of		Students of Color and International	Total
			Asian American	African American	Hispanic	Native American	Other	Color	International		
1994	83	1,569	64	41	66	5	38	214	158	372	2,024
1995	92	1,546	83	55	73	15	33	259	175	434	2,072
1996	124	1,586	73	53	85	14	26	251	158	409	2,119
1997	154	1,580	68	49	100	17	16	250	173	423	2,157
1998	136	1,710	79	53	110	15	3	260	156	416	2,262
1999	148	1,669	92	56	113	12	1	274	159	433	2,250
2000	151	1,675	106	47	106	17	2	278	174	452	2,278
2001	143	1,653	135	52	131	13	3	334	172	506	2,302
2002	146	1,626	165	54	115	19	2	355	197	552	2,324
2003	159	1,661	179	66	129	23	2	399	200	599	2,419
2004	146	1,655	173	63	117	11	0	364	192	556	2,357
2005*	173	1,693	170	66	110	14	0	360	232	592	2,455
1994	4%	78%	3%	2%	3%	0%	2%	11%	8%	18%	100.0%
1995	4%	75%	4%	3%	4%	1%	2%	13%	8%	21%	100.0%
1996	6%	75%	3%	3%	4%	1%	1%	12%	7%	19%	100.0%
1997	7%	73%	3%	2%	5%	1%	1%	12%	8%	20%	100.0%
1998	6%	76%	3%	2%	5%	1%	0%	11%	7%	18%	100.0%
1999	7%	74%	4%	2%	5%	1%	0%	12%	7%	19%	100.0%
2000	7%	74%	5%	2%	5%	1%	0%	12%	8%	20%	100.0%
2001	6%	72%	6%	2%	6%	1%	0%	15%	7%	22%	100.0%
2002	6%	70%	7%	2%	5%	1%	0%	15%	8%	24%	100.0%
2003	7%	69%	7%	3%	5%	1%	0%	16%	8%	25%	100.0%
2004	6%	70%	7%	3%	5%	0%	0%	15%	8%	24%	100.0%
2005	7%	69%	7%	3%	4%	1%	0%	15%	9%	24%	100.0%

Students of color include domestic Asian American, African American, Hispanic, Native American and Other students. Students self report racial/ethnic groups and "other" may include mixed race or other race not listed. By federal definition, Canadian students are counted as International students. In addition, all colleges must report part-time students and ALL students enrolled for credit (including faculty and staff taking courses for credit). Teacher education students are also included in the counts.

* Included in the Fall 2005 counts are Katrina students (9 students).

Source: Middlebury College official enrollment statistics as reported to IPEDS each fall.

Total Undergraduate Headcount Enrollment by Race and Gender: Fall 2004
21 College Comparison Group*

Name	International		African American		Native American		Asian American		Hispanic		White		Unknown		Total		Total
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Amherst College	60	41	71	77	2	2	92	120	52	64	427	334	148	150	852	788	1,640
Bates College	43	55	19	20	1	2	27	36	29	20	706	734	32	19	857	886	1,743
Bowdoin College	33	23	43	47	7	6	74	111	45	51	637	564	15	21	854	823	1,677
Bryn Mawr College	0	105	0	62	0	1	1	137	1	45	0	599	28	348	30	1,297	1,327
Carleton College	53	44	38	70	4	7	82	99	30	55	717	738	0	0	924	1,013	1,937
Colby College	80	57	11	15	5	6	47	50	28	20	678	824	0	0	849	972	1,821
Connecticut College	61	77	28	44	3	2	22	47	33	48	548	805	67	109	762	1,132	1,894
Hamilton College	53	37	27	44	9	4	43	51	29	35	677	701	44	38	882	910	1,792
Haverford College	14	25	30	36	4	3	55	86	29	44	419	427	0	0	551	621	1,172
Middlebury College	103	89	29	34	3	8	65	108	47	70	827	828	60	86	1,134	1,223	2,357
Mt Holyoke College	0	327	0	88	0	15	0	225	0	107	3	1,104	2	272	5	2,138	2,143
Oberlin College	71	105	83	92	9	15	86	131	60	82	962	1,123	10	8	1,281	1,556	2,837
Pomona College	20	18	33	63	5	2	80	116	60	74	454	404	116	95	768	772	1,540
Smith College	0	180	0	153	0	28	0	264	0	160	0	1,457	0	450	0	2,692	2,692
Swarthmore College	45	43	35	61	8	5	101	132	53	73	372	360	99	87	713	761	1,474
Trinity College	23	19	53	57	0	3	45	73	58	53	688	642	241	249	1,108	1,096	2,204
Vassar College	48	86	28	100	3	8	82	136	38	90	780	1,075	0	1	979	1,496	2,475
Washington & Lee	37	37	24	47	3	2	11	46	8	9	811	721	1	6	895	868	1,763
Wellesley College	0	185	0	135	0	9	0	620	0	147	0	968	38	187	38	2,251	2,289
Wesleyan University	86	92	78	112	6	7	100	149	89	111	848	856	114	129	1,321	1,456	2,777
Williams College	60	64	74	118	2	2	83	97	63	86	693	649	0	0	975	1,016	1,991
Total	890	1,709	704	1,475	74	137	1,096	2,834	752	1,444	11,247	15,913	1,015	2,255	15,778	25,767	41,545

*Note: The 21 college comparison group was established by the Board of Trustees and is Middlebury's standard comparison group.

Source: The Integrated Postsecondary Education Data System (IPEDS), which is part of the federal Department of Education

Total Undergraduate Headcount Enrollment by Race: Fall 2004
21 College Comparison Group*

Name	International	African American	Native American	Asian American	Hispanic	White	Unknown	Total Domestic Students of Color	International and Students of Color
Wellesley College	8.1%	5.9%	0.4%	27.1%	6.4%	42.3%	9.8%	39.8%	47.9%
Swarthmore College	6.0%	6.5%	0.9%	15.8%	8.5%	49.7%	12.6%	31.8%	37.7%
Mount Holyoke College	15.3%	4.1%	0.7%	10.5%	5.0%	51.7%	12.8%	20.3%	35.6%
Amherst College	6.2%	9.0%	0.2%	12.9%	7.1%	46.4%	18.2%	29.3%	35.4%
Williams College	6.2%	9.6%	0.2%	9.0%	7.5%	67.4%	0.0%	26.4%	32.6%
Pomona College	2.5%	6.2%	0.5%	12.7%	8.7%	55.7%	13.7%	28.1%	30.6%
Wesleyan University	6.4%	6.8%	0.5%	9.0%	7.2%	61.4%	8.8%	23.5%	29.9%
Smith College	6.7%	5.7%	1.0%	9.8%	5.9%	54.1%	16.7%	22.5%	29.2%
Haverford College	3.3%	5.6%	0.6%	12.0%	6.2%	72.2%	0.0%	24.5%	27.8%
Bryn Mawr College	7.9%	4.7%	0.1%	10.4%	3.5%	45.1%	28.3%	18.6%	26.5%
Bowdoin College	3.3%	5.4%	0.8%	11.0%	5.7%	71.6%	2.1%	22.9%	26.2%
Oberlin College	6.2%	6.2%	0.8%	7.6%	5.0%	73.5%	0.6%	19.7%	25.9%
Vassar College	5.4%	5.2%	0.4%	8.8%	5.2%	74.9%	0.0%	19.6%	25.0%
Carleton College	5.0%	5.6%	0.6%	9.3%	4.4%	75.1%	0.0%	19.9%	24.9%
Middlebury College	8.1%	2.7%	0.5%	7.3%	5.0%	70.2%	6.2%	15.4%	23.6%
Connecticut College	7.3%	3.8%	0.3%	3.6%	4.3%	71.4%	9.3%	12.0%	19.3%
Hamilton College	5.0%	4.0%	0.7%	5.2%	3.6%	76.9%	4.6%	13.5%	18.5%
Colby College	7.5%	1.4%	0.6%	5.3%	2.6%	82.5%	0.0%	10.0%	17.5%
Trinity College	1.9%	5.0%	0.1%	5.4%	5.0%	60.3%	22.2%	15.5%	17.4%
Bates College	5.6%	2.2%	0.2%	3.6%	2.8%	82.6%	2.9%	8.8%	14.5%
Washington & Lee	4.2%	4.0%	0.3%	3.2%	1.0%	86.9%	0.4%	8.5%	12.7%
Total	6.3%	5.2%	0.5%	9.5%	5.3%	58.6%	7.9%	20.5%	26.8%

*Note: The 21 college comparison group was established by the Board of Trustees and is Middlebury's standard comparison group.

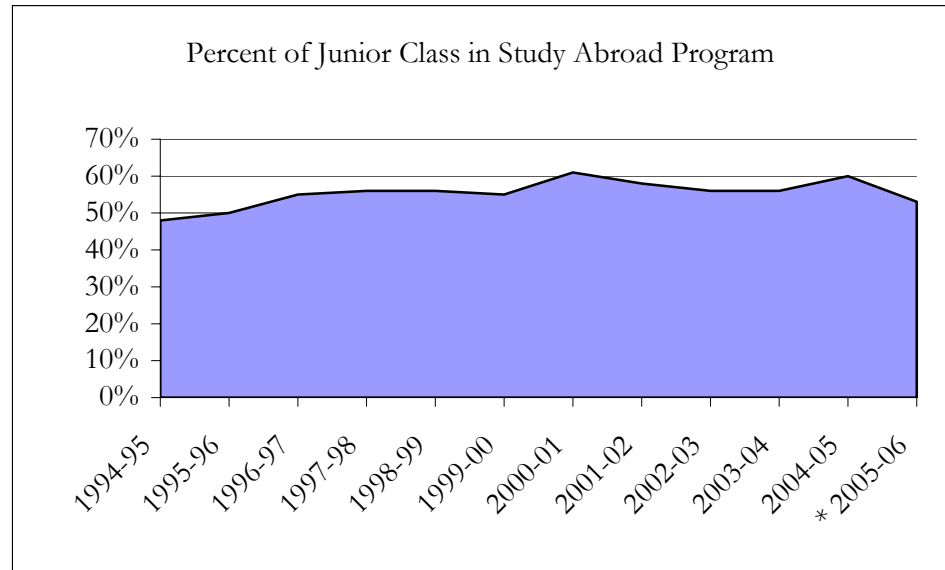
Source: The Integrated Postsecondary Education Data System (IPEDS), which is part of the federal Department of Education

Study Abroad Summary: 1994-95 to 2005-06

Enrollment History

Year	% of Junior Class	Enrollments		
		Year	Fall	Spring
1994-95	48%	56	113	92
1995-96	50%	78	81	115
1996-97	55%	68	107	130
1997-98	56%	86	136	133
1998-99	56%	107	106	116
1999-00	55%	100	108	136
2000-01	61%	108	126	156
2001-02	58%	94	113	144
2002-03	56%	80	121	147
2003-04	56%	74	126	144
2004-05	60%	79	179	151
* 2005-06	53%	62	158	179

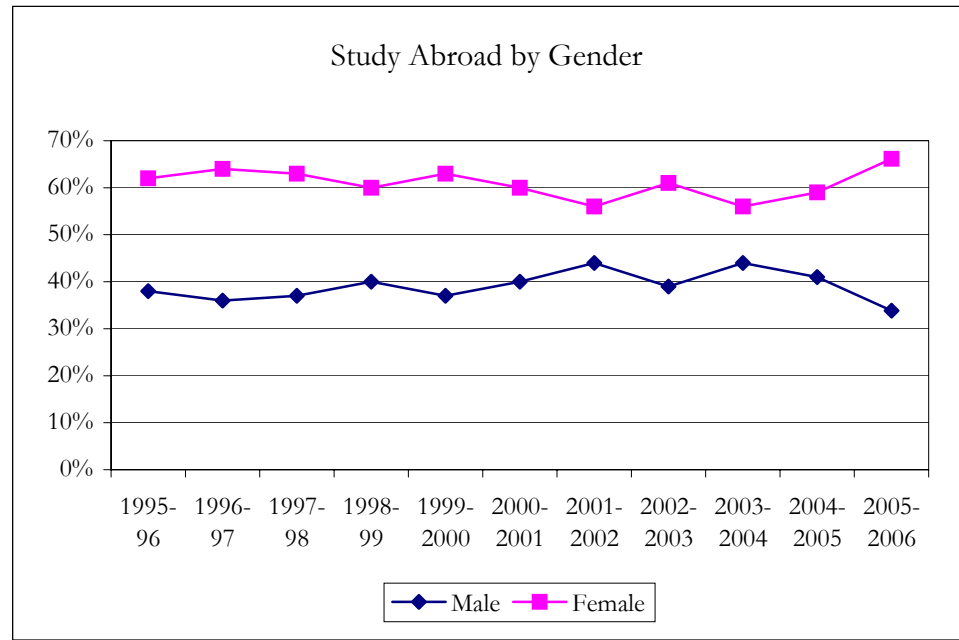
**Percentage includes students who are away at programs in the United States but not abroad.*



Study Abroad Summary

Year	Middlebury Programs	Other Programs	Male	Female
1995-96	44%	56%	38%	62%
1996-97	39%	61%	36%	64%
1997-98	45%	55%	37%	63%
1998-99	40%	60%	40%	60%
1999-2000	37%	63%	37%	63%
2000-2001	42%	58%	40%	60%
2001-2002	36%	64%	44%	56%
2002-2003	43%	57%	39%	61%
2003-2004	40%	60%	44%	56%
2004-2005	51%	49%	41%	59%
2005-2006	53%	47%	34%	66%

Source: Middlebury College Study Abroad Office



Comparative Financial Aid for All Undergraduates: Fall 2005-06

College	Average Grant	Average Loan	Total Cost	Grants as a Percent of Cost	College	% of Students Receiving Aid
Wesleyan University	\$23,443	\$4,777	\$42,422	55%	Mt Holyoke College	63%
Middlebury College	\$24,468	\$4,652	\$44,070	56%	Wellesley College	60%
Bryn Mawr College	\$22,888	\$4,479	\$42,770	54%	Smith College	60%
Mt Holyoke College	\$22,580	\$4,470	\$43,648	52%	Carleton College	59%
Trinity College	\$25,470	\$4,340	\$44,134	58%	Bryn Mawr College	54%
Washington & Lee	\$18,370	\$4,264	\$35,270	52%	Vassar College	54%
Oberlin College	\$18,007	\$4,248	\$42,643	42%	Pomona College	53%
Connecticut College	\$24,940	\$4,191	\$42,875	58%	Oberlin College	52%
Hamilton College	\$21,045	\$3,996	\$43,160	49%	Hamilton College	52%
Haverford College	\$24,073	\$3,884	\$44,062	55%	Bowdoin College	49%
Bates College	\$24,369	\$3,877	\$44,150	55%	Swarthmore College	48%
Bowdoin College	\$22,520	\$3,851	\$43,750	51%	Wesleyan University	48%
Smith College	\$26,426	\$3,772	\$42,986	61%	Amherst College	48%
Carleton College	\$20,842	\$3,691	\$44,688	47%	Connecticut College	44%
Vassar College	\$22,754	\$3,378	\$43,890	52%	Williams College	43%
Colby College	\$25,352	\$3,306	\$43,770	58%	Haverford College	43%
Wellesley College	\$25,283	\$3,197	\$43,030	59%	Trinity College	40%
Swarthmore College	\$24,980	\$3,179	\$43,272	58%	Bates College	40%
Williams College	\$27,189	\$2,976	\$42,810	64%	Middlebury College	39%
Amherst College	\$28,713	\$2,935	\$44,840	64%	Colby College	38%
Pomona College	\$23,600	\$2,800	\$42,624	55%	Washington & Lee	31%

Note: Total cost includes tuition and fees, room and board, personal expenses, travel and books. This is a larger figure than tuition and fees or comprehensive fees and is the cost figure that is used for packaging financial aid.

Source: Individual College 2005-2006 Common Data Set

Middlebury College
Average Financial Aid Awards for Students with Financial Need: Fall 2005

Type of Programs	Parental Incomes						TOTAL			
	Under \$40,000		\$40,000 to \$80,000		Over \$80,000		Number	Mean	Total	% of All Students
Middlebury Grants	313	\$16,197	284	\$13,117	331	\$8,267	928	\$12,426	\$11,531,284	38%
Federal Grants	125	\$2,466	25	\$1,386			150	\$2,286	\$324,850	6%
Total Grants, All Source	313	\$17,182	284	\$13,239	331	\$8,267	928	\$12,795	\$11,874,134	38%
College Work Study	55	\$263	60	\$314	47	\$274	162	\$286	\$46,194	7%
Midd Loan	67	\$1,053	41	\$1,303	60	\$1,176	168	\$1,158	\$194,514	7%
Federal Loans	133	\$2,698	202	\$2,560	229	\$2,660	564	\$2,633	\$1,481,953	23%
Total, Loans all Sources	200	\$2,147	237	\$2,407	285	\$2,385	722	\$2,326	\$1,679,467	30%
Grand Total Aid All Sources	316	\$18,423	285	\$15,261	356	\$9,631	957	\$14,211	\$13,599,794	40%

Total n=2422

Note: The dollar amounts given are for fall semester only. For those students who continue through the spring term, the annualized averages would be approximately double the figures show in this table.

Source: Fall 2005 combined enrollment and financial aid data files

Counts for Double, Joint, Single and Total Majors of Seniors: Fall 2003, 2004 and 2005

Major	Fall 2003				Fall 2004				Fall 2005			
	Double	Joint	Single	Total	Double	Joint	Single	Total	Double	Joint	Single	Total
Arts Division												
Studio Art	2	5	5	12	5	4	8	17	2	3	4	9
Music	4	6	4	14	4	3	4	11	1	3	1	5
Theater/Dance/Film/Video	15	14	11	40	14	3	16	33	6	11	15	32
Total	21	25	20	66	23	10	28	61	9	17	20	46
Humanities Division												
Classical Studies/Classics	1	0	1	2	1	0	4	5	1	0	10	11
History	15	4	26	45	6	2	30	38	10	4	36	50
History of Art & Architecture	5	7	14	26	8	4	22	34	7	4	19	30
Philosophy	4	1	1	6	3	0	6	9	5	1	8	14
Religion	3	2	12	17	4	0	5	9	7	3	7	17
Total	28	14	54	96	22	6	67	95	30	12	80	122
Interdisciplinary												
American Civilization	1	0	14	15	2	0	11	13	3	0	17	20
Environmental Studies	3	14	26	43	7	14	23	44	3	12	22	37
International Politics & Econ.	5	0	25	30	6	0	21	27	1	0	22	23
International Studies	2	2	53	57	1	0	46	47	1	0	42	43
Molecular Biology	0	0	10	10	4	0	9	13	0	0	15	15
Women's & Gender Studies	2	4	2	8	2	1	3	6	1	1	0	2
Neuroscience	3	0	25	28	4	0	19	23	3	0	24	27
Total	16	20	155	191	26	15	132	173	12	13	142	167
Language Division												
Chinese	1	1	4	6	1	0	3	4	7	3	2	12
French	21	0	3	24	10	1	5	16	16	4	4	24
German	6	1	2	9	8	1	2	11	5	0	1	6
Italian	4	0	1	5	6	2	1	9	4	5	1	10
Japanese	5	0	4	9	2	1	0	3	4	0	7	11
Russian	5	0	1	6	3	0	0	3	2	1	3	6
Spanish	18	2	5	25	14	3	7	24	15	6	8	29
Total	60	4	20	84	44	8	18	70	53	19	26	98
Literature Division												
American Literature	4	0	13	17	1	0	4	5	0	1	7	8
English	18	18	34	70	19	6	44	69	11	15	50	76
Literary Studies	1	0	4	5	1	0	3	4	1	0	2	3
Total	23	18	51	92	21	6	51	78	12	16	59	87
Natural Sciences Division												
Biology	4	3	15	22	4	2	7	13	1	4	12	17
Biochemistry	1	0	3	4	0	0	4	4	5	0	7	12
Chemistry	1	2	5	8	3	0	4	7	3	0	2	5
Geology	1	2	3	6	1	1	2	4	1	4	7	12
Mathematics	9	4	9	22	7	1	7	15	11	3	11	25
Computer Science	4	1	2	7	2	2	4	8	5	1	3	9
Physics	2	0	10	12	2	1	4	7	6	2	7	15
Total	22	12	47	81	19	7	32	58	32	14	49	95

	Fall 2003				Fall 2004				Fall 2005			
	Double	Joint	Single	Total	Double	Joint	Single	Total	Double	Joint	Single	Total
Social Sciences Division												
Economics	24	6	59	89	24	4	68	96	30	8	50	88
Geography	3	10	9	22	2	11	8	21	2	6	15	23
Political Science	15	7	53	75	13	5	41	59	14	7	37	58
Psychology	15	3	46	64	14	8	41	63	16	2	43	61
Sociology/Anthro.	9	9	12	30	4	16	10	30	1	6	12	19
Total	66	35	179	280	57	44	168	269	63	29	157	249
Other												
Independent scholar	0	0	1	1	0	0	1	1	0	0	8	8
Int'l Major	0	0	0	0	0	0	0	0	0	0	0	0
Undeclared	0	0	7	7	0	2	2	4	0	0	0	0
Grand Total	236	128	534	898	212	98	499	809	211	120	541	872
Total number of Seniors	118	64	534	716	106	49	499	654	106	60	541	707

Percent of seniors 16% 9% 75% 100% 16% 7% 76% 100% 15% 8% 77% 100%

Source: Middlebury College Official Enrollment Data Files for Fall 2003, 2004 and 2005

Percentage of Majors of Seniors that were Double or Joint or Single: Fall 2003, 2004, and 2005

Major	Fall 2003		Fall 2004		Fall 2005	
	Double or Joint	Single	Double or Joint	Single	Double or Joint	Single
Arts Division						
Studio Art	58%	42%	53%	47%	56%	44%
Music	71%	29%	64%	36%	80%	20%
Theater/Dance/Film/Video	73%	28%	52%	48%	53%	47%
Total	70%	30%	54%	46%	57%	43%
Humanities Division						
Classical Studies/Classics	50%	50%	20%	80%	9%	91%
History	42%	58%	21%	79%	28%	72%
History of Art & Architecture	46%	54%	35%	65%	37%	63%
Philosophy	83%	17%	33%	67%	43%	57%
Religion	29%	71%	44%	56%	59%	41%
Total	44%	56%	29%	71%	34%	66%
Interdisciplinary						
American Civilization	7%	93%	15%	85%	15%	85%
Environmental Studies	40%	60%	48%	52%	41%	59%
International Politics & Econ.	17%	83%	22%	78%	4%	96%
International Studies	7%	93%	2%	98%	2%	98%
Molecular Biology	0%	100%	31%	69%	0%	100%
Women's & Gender Studies	75%	25%	50%	50%	100%	0%
Neuroscience	11%	89%	17%	83%	11%	89%
Total	19%	81%	24%	76%	15%	85%
Language Division						
Chinese	33%	67%	25%	75%	83%	17%
French	88%	13%	69%	31%	83%	17%
German	78%	22%	82%	18%	83%	17%
Italian	80%	20%	89%	11%	90%	10%
Japanese	56%	44%	100%	0%	36%	64%
Russian	83%	17%	100%	0%	50%	50%
Spanish	80%	20%	71%	29%	72%	28%
Total	76%	24%	74%	26%	73%	27%
Literature Division						
American Literature	24%	76%	20%	80%	13%	88%
English	51%	49%	36%	64%	34%	66%
Literary Studies	20%	80%	25%	75%	33%	67%
Total	45%	55%	35%	65%	32%	68%
Natural Sciences Division						
Biology	32%	68%	46%	54%	29%	71%
Biochemistry	25%	75%	0%	100%	42%	58%
Chemistry	38%	63%	43%	57%	60%	40%
Geology	50%	50%	50%	50%	42%	58%
Mathematics	59%	41%	53%	47%	56%	44%
Computer Science	71%	29%	50%	50%	67%	33%
Physics	17%	83%	43%	57%	53%	47%
Total	42%	58%	45%	55%	48%	52%

Major	Fall 2003		Fall 2004		Fall 2005	
	Double or Joint	Single	Double or Joint	Single	Double or Joint	Single
Social Sciences Division						
Economics	34%	66%	29%	71%	43%	57%
Geography	59%	41%	62%	38%	35%	65%
Political Science	29%	71%	31%	69%	36%	64%
Psychology	28%	72%	35%	65%	30%	70%
Sociology/Anthropology	60%	40%	67%	33%	37%	63%
Total	36%	64%	38%	62%	37%	63%
Other						
Independent scholar	0%	100%	0%	100%	0%	100%
Int'l Major	0%	0%	0%	0%	100%	0%
Undeclared	0%	100%	50%	50%	100%	0%
Grand Total	41%	59%	38%	62%	38%	62%

Note: Included in these numbers are all students who are categorized as seniors.

Not all of these students graduated the following May.

Source: Middlebury College Official Enrollment Data Files for Fall 2003, 2004 and 2005

Comparative Endowment Per Student: 2000 to 2005

As of June 30th

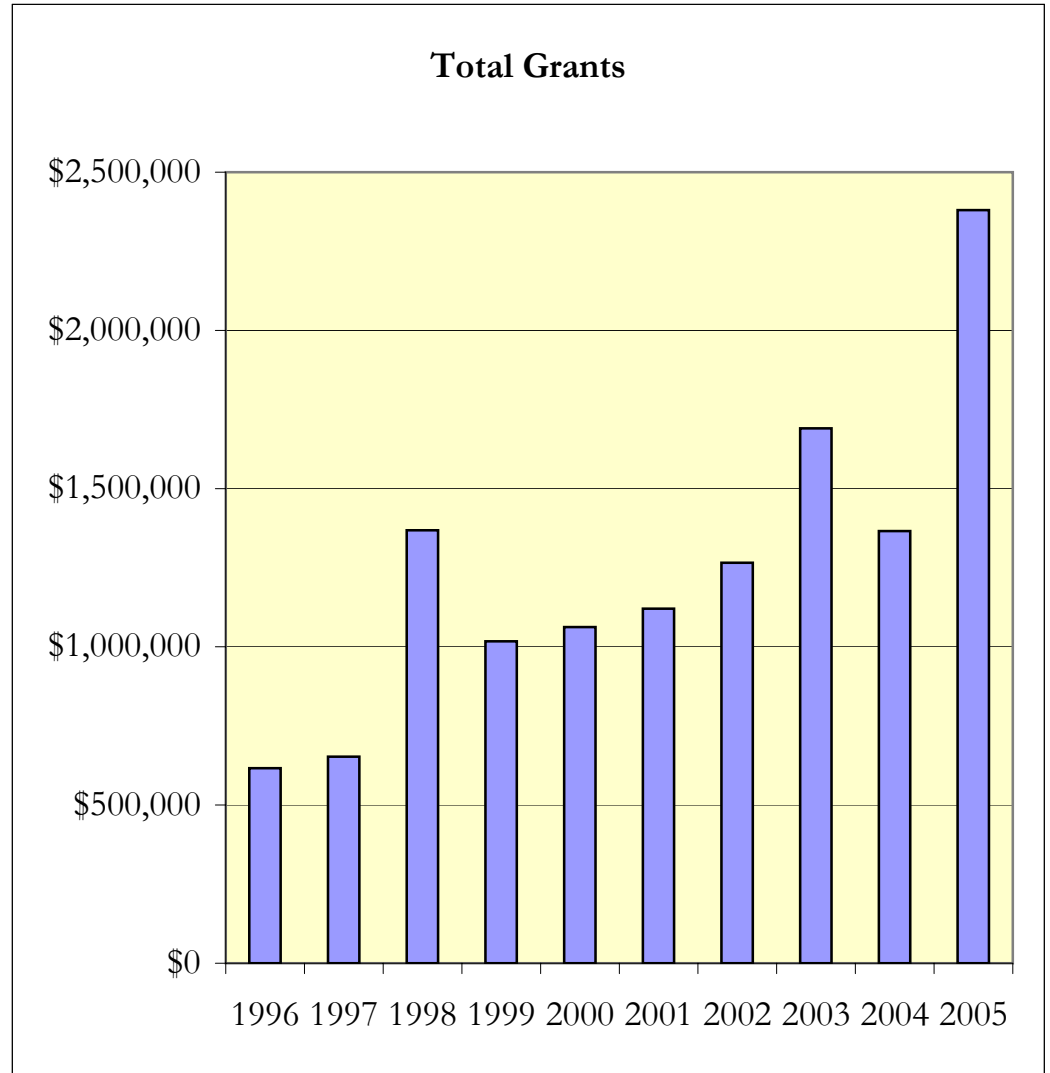
Colleges	Fall 2003	Fall 2004							Increase in endowment per student for a \$1 million increase*
	FTE	FTE	2000	2001	2002	2003	2004	2005	
Pomona	1,529	1,540	\$705,732	\$699,700	\$658,164	\$647,445	\$751,942	\$843,266	\$649
Swarthmore	1,492	1,469	\$697,810	\$687,900	\$613,752	\$630,334	\$723,878	\$792,423	\$681
Amherst	1,618	1,640	\$550,966	\$537,700	\$526,754	\$540,784	\$613,978	\$704,006	\$610
Williams	2,072	2,027	\$678,795	\$603,700	\$537,820	\$549,130	\$593,396	\$665,207	\$493
Wellesley	2,256	2,223	\$557,308	\$505,100	\$470,371	\$464,800	\$523,044	\$573,787	\$450
Bowdoin	1,643	1,672	\$295,225	\$274,900	\$264,836	\$276,889	\$312,990	\$345,817	\$598
Haverford	1,163	1,172	\$287,584	\$271,600	\$256,913	\$255,651	\$299,675	\$336,788	\$853
Smith	3,114	3,115	\$340,188	\$344,100	\$312,846	\$305,154	\$296,873	\$332,437	\$321
Middlebury	2,409	2,341	\$295,429	\$277,900	\$244,943	\$233,923	\$275,957	\$308,346	\$427
Bryn Mawr	1,633	1,646	\$377,189	\$350,400	\$268,319	\$282,009	\$292,372	\$307,327	\$608
Hamilton	1,784	1,776	\$251,294	\$250,600	\$234,823	\$238,059	\$272,689	\$298,259	\$563
Carleton	1,930	1,937	\$366,695	\$292,800	\$238,027	\$236,858	\$264,870	\$278,802	\$516
Vassar	2,414	2,438	\$287,895	\$262,800	\$233,642	\$224,950	\$251,972	\$275,640	\$410
Oberlin	2,862	2,799	\$210,496	\$205,400	\$190,179	\$190,429	\$207,457	\$251,636	\$357
Washington & Lee	2,135	2,171	\$196,251	\$431,874	\$205,066	\$196,259	\$223,655	\$245,045	\$461
Colby	1,768	1,821	\$207,289	\$196,100	\$178,308	\$175,729	\$202,020	\$232,952	\$549
Mount Holyoke	2,116	2,108	\$234,323	\$214,000	\$178,762	\$168,411	\$187,837	\$213,049	\$474
Wesleyan	3,024	3,067	\$208,828	\$187,500	\$161,322	\$157,312	\$171,174	\$184,180	\$326
Trinity	2,065	2,140	\$176,375	\$167,400	\$161,806	\$164,653	\$176,104	\$177,232	\$467
Bates	1,746	1,743	\$115,747	\$101,100	\$88,679	\$91,255	\$106,258	\$119,055	\$574
Connecticut	1,793	1,862	\$91,100	\$81,600	\$72,381	\$72,201	\$84,733	\$88,506	\$537
Average	2,027	2,034	\$339,644	\$330,675	\$290,367	\$290,583	\$310,405	\$342,923	\$520

* The far right column shows the impact of size on endowment per student. For example, if Pomona receives a \$1 million gift to endowment, their endowment per student will increase by \$649. The same gift to Middlebury would only increase our endowment per student by \$427 because we are substantially larger than Pomona.

SOURCE: National Association of College and University Business Officers

Middlebury Faculty Grant Summary 1996 to 2005

Year	Total Faculty Grants	Number of Full and Part-time Faculty	Total Grants
1996	35	253	\$616,201
1997	33	262	\$652,763
1998	35	258	\$1,368,503
1999	33	267	\$1,017,416
2000	38	291	\$1,062,522
2001	39	285	\$1,120,379
2002	42	284	\$1,265,888
2003	44	295	\$1,690,521
2004	44	305	\$1,365,896
2005	56	315	\$2,380,380



Since 1996, grants awarded to Middlebury faculty have increased by 286%

*Source: FY 05 Middlebury College Report on Faculty Grants prepared by Sponsored Programs
Faculty counts come from the Office of the Vice President for Academic Affairs.*

Comparative Student/Faculty Ratios: Fall 2005

College	Number of Students	Number of Faculty	Students Per Faculty
Williams	1,995	275	7.3
Swarthmore	1,398	181	7.7
Haverford			8.0
Vassar	2,343	287	8.2
Amherst	1,618	195	8.3
Bryn Mawr	1,320	158	8.4
Pomona	1,532	183	8.4
Trinity	2,223	258	8.6
Wellesley	2,254	261	8.6
Wesleyan	2,948	339	8.7
Smith	2,622	297	8.8
Carleton	1,817	204	8.9
Middlebury	2,431	269	9.0
Mount Holyoke	2,076	218	9.5
Connecticut	1,842	188	9.8
Hamilton	1,804	184	9.8
Bowdoin	1,663	169	9.8
Oberlin	2,845	288	9.9
Bates	1,709	172	10.0
Colby	1,871	182	10.3
Washington and Lee			

*This ratio is based on the Common Data Set Methodology (used by all colleges on this list) and differs from Middlebury's traditional method of calculating the ratio based on instructional units. Whereas the Educational Affairs Committee uses the number of full-time equivalents (FTEs) by counting courses actually taught, the Common Data Set Methodology counts faculty members who are not teaching a full load, and also colleagues who are on leave. The Middlebury College Faculty Educational Affairs Committee student-faculty ratio for 2005-06 is determined as approximately 10.7 to 1.

Source: Individual College 2005-2006 Common Data Set

Student Enrollment per Faculty FTE, by Department: 2000-01 to 2004-05

Department	2000-2001			2001-2002			2002-2003			2003-2004			2004-2005		
	Enroll.	Faculty	Enrollment	Enroll.	Faculty	Enrollment	Enroll.	Faculty	Enrollment	Enroll.	Faculty	Enrollment	Enroll.	Faculty	Enrollment
	FTE		per FTE	FTE		per FTE	FTE		per FTE	FTE		per FTE	FTE		per FTE
Art	279	4.25	66	267	3.88	69	277	4.20	66	251	3.20	78	275	3.66	75
Film							427	4.00	107	395	3.33	119	405	3.33	122
Music	511	4.83	106	408	3.83	107	464	4.83	96	415	4.67	89	294	4.16	71
Theatre	1063	11.00	97	924	10.17	91	572	7.17	80	562	8.00	70	605	8.66	70
Arts Div.	1853	20.08	92	1599	17.88	89	1740	20.20	86	1623	19.20	85	1579	19.81	80
Classics	233	3.83	61	276	4.33	64	250	3.83	65	295	4.00	74	256	4.00	64
Art History/Architecture	550	3.83	144	564	5.33	106	645	5.67	114	740	5.83	127	543	5.67	96
History	1292	13.00	99	1288	13.83	93	1446	12.83	113	1552	12.50	124	1520	13.50	113
Philosophy	350	3.83	91	399	4.50	89	450	5.00	90	414	4.00	104	503	5.00	101
Religion/Religious Studies	613	5.33	115	755	8.00	94	646	6.33	102	773	8.33	93	709	7.67	92
Humanities Div.	3038	29.82	102	3282	35.99	91	3437	33.67	102	3774	34.66	109	3531	35.84	99
Arabic										63	1.00	63	82	1.50	55
Chinese	214	4.00	54	218	4.50	48	246	5.17	48	351	5.17	68	351	5.00	70
French	484	7.50	65	529	7.33	72	566	8.33	68	626	8.17	77	550	7.50	73
German	198	3.67	54	170	3.67	46	237	3.50	68	211	3.50	60	241	4.33	56
Italian	326	5.50	59	289	5.50	53	344	5.83	59	403	5.67	71	339	5.67	60
Japanese	134	4.33	31	138	4.17	33	125	3.67	34	149	3.67	41	161	3.67	44
Russian	157	3.00	52	188	3.33	56	210	4.00	53	193	4.00	48	187	3.50	53
Spanish	680	10.50	65	729	10.17	72	701	10.00	70	769	9.67	80	785	10.33	76
Language Div.	2193	38.50	57	2261	38.67	58	2429	40.50	60	2765	40.85	68	2696	41.50	65
American Literature	737	5.00	147	759	6.33	120	862	5.17	167	731	6.50	112	896	5.67	158
English	1243	13.17	94	1331	13.29	100	1123	11.29	100	1433	14.33	100	1328	12.50	106
Literature Division	1980	18.17	109	2090	19.62	107	1985	16.46	121	2164	20.83	104	2224	18.17	122
Biology	753	9.17	82	811	11.00	74	745	10.33	72	828	9.67	86	761	10.00	76
Chemistry	531	7.17	74	492	7.67	64	466	7.83	60	550	7.50	73	475	6.83	70
Computer Science							211	4.00	53	191	3.00	64	250	4.00	63
Geology	414	4.17	99	278	5.00	56	313	4.50	70	325	5.33	61	265	4.50	59
Math/Computer Sci.	945	11.67	81	855	12.50	68									
Mathematics							666	7.83	85	650	8.33	78	590	6.67	88
Physics	415	4.67	89	522	4.50	116	491	5.50	89	556	5.25	106	459	5.50	83
Natural Science Div.	3058	36.85	83	2958	40.67	73	2892	39.99	72	3100	39.08	79	2800	37.50	75
Economics	1489	11.63	128	1521	12.14	125	1607	12.67	127	1624	12.00	135	1717	13.17	130
Geography	474	5.67	84	439	5.00	88	559	5.67	99	509	5.17	98	413	4.50	92
Political Science	1211	11.50	105	1320	12.00	110	1351	10.83	125	1292	10.33	125	1251	10.67	117
Psychology	1065	8.50	125	1064	8.67	123	1085	9.67	112	1102	9.17	120	1106	10.50	105
Sociology/Anthropology	867	9.17	95	843	7.50	112	751	6.83	110	754	6.83	110	820	8.00	103
Teacher Education	152	2.83	54	205	3.00	68	184	3.00	61	264	2.50	106	157	3.33	47
Social Science Div.	5258	49.30	107	5392	48.31	112	5537	48.67	114	5545	46.00	121	5464	50.17	109
OTHER	99	2.67	37	116	5.33	22	114	5.50	21	98	6.70	15	221	5.83	38
TOTAL	17479	195.385	89	17698	206.47	86	18134	204.99	88	19069	207.32	92	18515	208.82	89

Source: Office of the Vice President for Academic Affairs

Faculty Composition: 1996-97 through 2005-06

	1996-97	1997-98	1998-99	1999-2000	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
Full-time	215	218	228	244	251	247	251	250	257	270
Part-time	47	40	40	46	33	37	36	41	48	46
FTE*	185 ½	193 1/6	192 5/6	202 2/3	199 2/3	206 ½	205	208 1/6	209 2/3	221 2/3
Gender										
Male	166	161	157	178	171	171	174	176	182	189
Female	96	97	111	112	113	113	113	115	123	127
Tenure Status										
Tenured	118	120	122	131	129	137	146	145	153	156
Untenured	144	138	146	159	155	147	141	146	152	160
Ethnicity										
Asian American	11	8	10	11	11	12	12	11	15	15
Black, non-Hispanic	4	4	4	4	4	5	4	4	5	6
Hispanic	11	10	12	13	14	12	15	15	14	14
Native American										1
Unknown	9	8	10	12	13	10	10	11	11	31
Other						3	3	3	2	3
White, non-Hispanic	227	228	232	250	242	242	243	247	258	246
Total	262	258	268	290	284	284	287	291	305	316

*FTE: based on assumption that full-time faculty member teaches average of 6 instructional units (IU) per year.

Each course generally counts as 1 IU, however, larger courses with discussion sections, or labs, count as 2 IUs. Actual teaching load is counted for each faculty member.

Included in counts of faculty: faculty on leave w/ pay, faculty abroad, paid replacements, administrators teaching part-time as full-time, staff teaching part-time as part-time, language TA's as part-time and faculty on associate status as part-time.

Not included: faculty on leave without pay, faculty teaching only winter term, visiting scholars (unless they taught part-time).

Source: Office of the Vice President for Academic Affairs

**Baccalaureate Origins of PhDs for Top 30 Liberal Arts Colleges
1996 to 2004**

Liberal Arts One	Number of PhD.s awarded to alumni of colleges									Total	Total	Rank	Rank
	1996	1997	1998	1999	2000	2001	2002	2003	2004	1990-1995	1996-2004	1990-95	1996-2004
Oberlin College	118	99	126	132	111	108	114	100	86	590	994	1	1
Wesleyan University	53	64	87	80	103	87	86	79	95	362	734	4	2
Carleton College	86	68	73	90	77	77	78	67	84	425	700	2	3
Swarthmore College	84	74	83	73	86	51	77	72	68	408	668	3	4
Williams College	54	73	66	65	65	75	71	84	48	245	601	14	5
Wellesley College	49	57	60	70	73	63	53	71	74	320	570	7	6
Smith College	67	54	61	65	60	72	67	66	57	340	569	5	7
St Olaf College	61	54	68	65	52	61	57	50	53	339	521	6	8
Amherst College	41	34	66	61	56	56	52	54	53	231	473	17	9
Vassar College	51	49	59	51	45	66	51	42	59	252	473	12	10
Reed College	49	46	49	53	57	60	47	57	53	302	471	8	11
Pomona College	47	41	51	70	54	38	50	61	32	238	444	15	12
Grinnell College	51	53	48	51	39	43	44	46	67	222	442	18	13
Bryn Mawr College	41	58	38	50	58	43	49	35	40	231	412	16	14
Barnard College	59	36	50	50	43	50	44	37	36	281	405	9	15
Mount Holyoke College	45	41	51	48	41	37	43	48	39	260	393	11	16
Bucknell University	32	48	41	51	44	39	43	49	36	249	383	13	17
Furman University	40	39	43	38	37	37	42	32	35	189	343	23	18
Macalester College	34	33	36	30	40	51	39	41	38	186	342	24	19
Haverford College	29	42	47	42	46	35	32	35	33	196	341	21	20
Colgate University	31	28	32	40	51	49	40	26	42	219	339	19	21
Wheaton College (IL)	32	36	52	41	29	34	27	42	43	265	336	10	22
Bowdoin College	31	38	35	17	38	39	37	36	36	148	307	35	23
Franklin and Marshall	27	33	39	31	34	41	25	34	36	151	300	32	24
Middlebury College	32	28	34	36	36	34	25	33	35	170	293	29	25
College of the Holy Cross	25	26	29	39	24	30	42	32	43	161	290	31	26
Occidental College	32	32	31	33	40	24	29	31	38	189	290	22	27
Bates College	27	23	38	37	29	34	36	33	27	139	284	37	28
College of Wooster	34	38	40	39	26	24	17	34	32	203	284	20	29
Colorado College	34	34	37	28	29	25	25	27	36	172	275	27	30

Note: Not all of Middlebury's official 21 college comparison group are in the top 30 of Baccalaureate origins of PhD recipients.

(Colby, Connecticut College, Hamilton, Trinity College and Washington and Lee are not in the top 30.)

Source: National Science Foundation

Bachelor's Degrees Awarded: 2003-2004	
Name	Number of Graduates
Smith College	734
Wesleyan University	725
Vassar College	670
Oberlin College	632
<i>Middlebury College</i>	<i>613</i>
Wellesley College	576
Mount Holyoke College	553
Bates College	517
Williams College	504
Carleton College	500
Colby College	484
Trinity College	470
Washington and Lee University	463
Hamilton College	423
Connecticut College	419
Amherst College	409
Bowdoin College	408
Swarthmore College	395
Pomona College	368
Bryn Mawr College	320
Haverford College	278

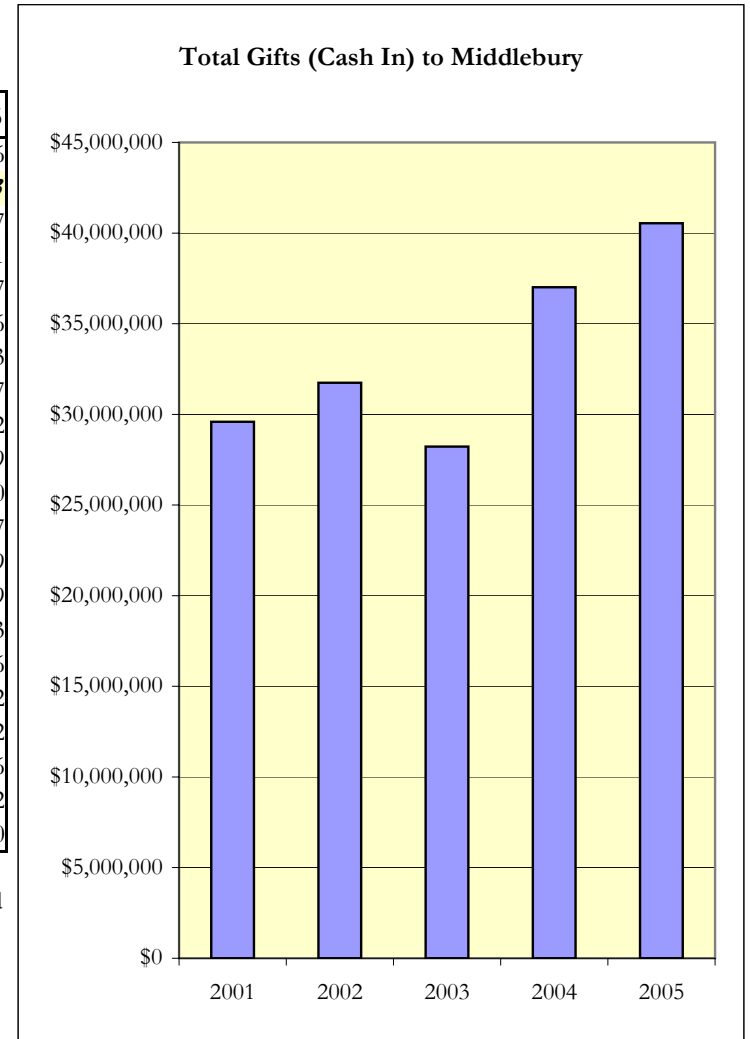
Source: The Integrated Postsecondary Education Data System (IPEDS), which is part of the federal Department of Education

Total Giving, All Gifts and All Sources 2001 to 2005

College	2001	2002	2003	2004	2005
Wellesley	\$46,922,606	\$50,913,000	\$54,003,288	\$54,719,000	\$88,617,686
Middlebury	\$29,595,387	\$31,747,000	\$28,225,719	\$37,014,000	\$40,545,723
Smith	\$42,243,000	\$44,956,000	\$37,022,000	\$42,482,000	\$36,235,627
Williams	\$41,166,240	\$39,702,000	\$35,349,118	\$40,671,000	\$35,434,191
Bowdoin	\$22,663,199	\$23,620,000	\$25,236,915	\$22,186,000	\$34,809,867
Mount Holyoke	\$32,090,000	\$22,177,000	\$29,202,781	\$29,454,000	\$32,517,216
Amherst	\$59,182,751	\$27,641,000	\$21,667,215	\$32,543,000	\$31,249,933
Pomona	\$23,692,000	\$52,086,000	\$21,138,000	\$14,621,000	\$30,727,167
Wesleyan	\$30,997,000	\$27,303,000	\$27,950,000	\$28,527,000	\$30,562,402
Colby	\$13,205,000	\$14,354,000	\$12,928,000	\$15,122,000	\$27,796,099
Bryn Mawr	\$28,801,000	\$23,550,000	\$29,176,000	\$21,803,000	\$27,670,550
Vassar	\$28,524,953	\$37,720,000	\$32,327,571	\$30,878,000	\$27,397,787
Oberlin	\$20,982,949	\$21,677,000	\$31,621,936	\$15,527,000	\$22,691,869
Washington and Lee	\$50,621,630	\$23,011,000	\$23,883,590	\$27,236,000	\$22,138,849
Swarthmore	\$23,703,133	\$15,326,000	\$16,530,209	\$22,025,000	\$19,965,093
Carleton	\$25,940,105	\$25,467,000	\$24,788,707	\$17,887,000	\$17,862,466
Hamilton	\$18,960,860	\$18,870,000	\$14,355,161	\$15,405,000	\$17,333,882
Trinity	\$25,750,031	\$40,337,000	\$43,192,053	\$17,878,000	\$17,321,112
Bates	\$12,942,106	\$12,569,000	\$11,816,094	\$11,972,000	\$13,847,066
Connecticut	\$12,593,916	\$13,027,000	\$10,664,290	\$12,782,000	\$11,693,632
Haverford	\$27,731,357	\$17,684,000	\$17,767,271	\$15,531,000	\$10,350,750

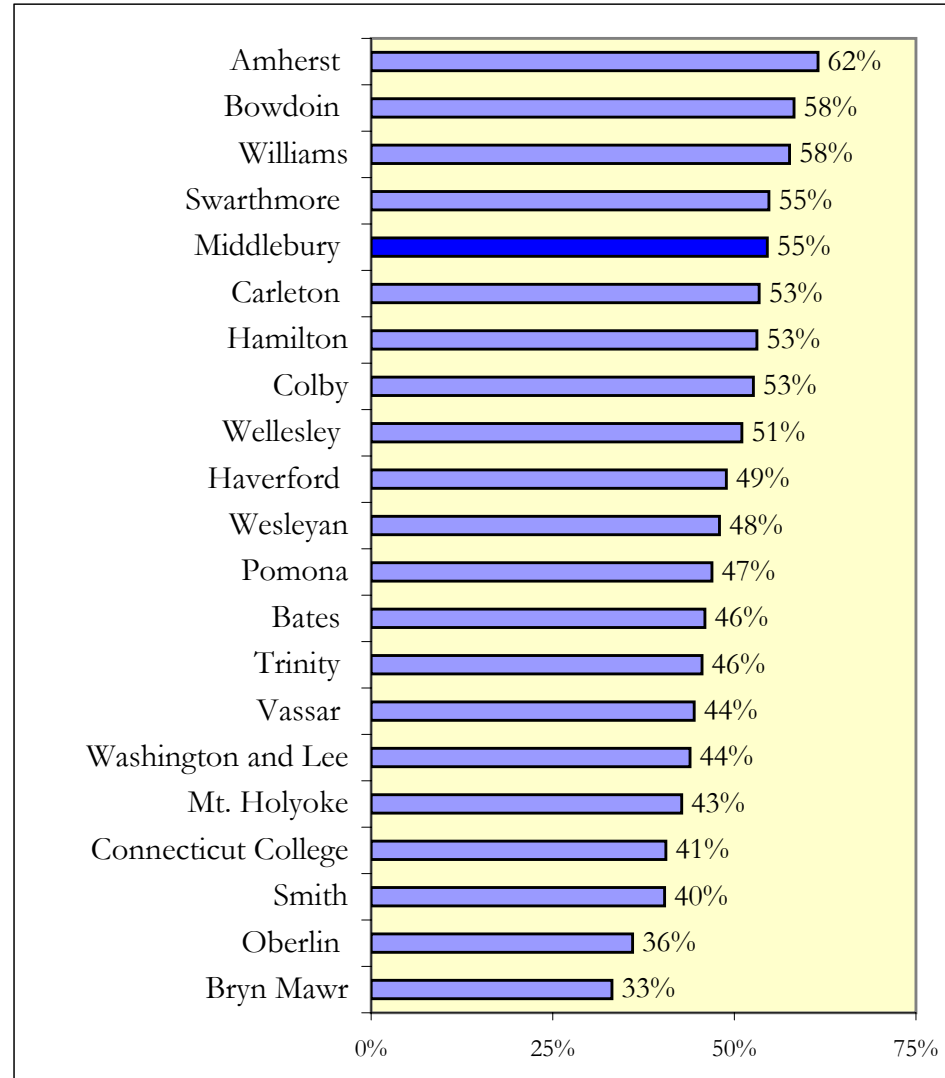
Middlebury Rank **8th** **7th** **9th** **4th** **2nd**

Source: Annual Voluntary Support of Education Survey, Council for Aid to Education (CAE)



Comparative Alumni Giving Rates: 2005

College	Alumni Giving Rate
Amherst College	62%
Bowdoin College	58%
Williams College	58%
Swarthmore College	55%
Middlebury College	55%
Carleton College	53%
Hamilton College	53%
Colby College	53%
Wellesley College	51%
Haverford College	49%
Wesleyan College	48%
Pomona College	47%
Bates College	46%
Trinity College	46%
Vassar College	44%
Washington and Lee	44%
Mt. Holyoke College	43%
Connecticut College	41%
Smith College	40%
Oberlin College	36%
Bryn Mawr College	33%
Average	48%



Note: Middlebury's alumni giving percentage increases to 56% if only undergraduate degree holders are counted.

Source: 2005 Voluntary Support of Education, Council for Aid to Education (CAE)

Language School Statistics and Degrees Awarded: 1995 to 2005

Master of Arts	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
French School	16	16	8	16	20	10	10	5	19	13	18
German School	5	3	1	1	4	4	3	6	4	1	6
Italian School	0	2	5	2	4	3	4	6	4	4	8
Russian School	6	6	8	4	1	7	7	3	5	6	9
Spanish School	17	16	31	21	29	26	26	19	28	23	26
Subtotal	44	43	53	44	58	50	50	39	60	47	67
School in France	40	50	42	33	34	40	32	34	41	37	38
School in Germany	13	5	5	6	2	5	6	7	2	2	3
School in Italy	7	14	12	19	12	17	4	16	13	22	25
School in Spain	50	31	47	47	49	45	40	48	52	57	66
Subtotal	110	100	106	105	97	107	82	105	108	118	132
TOTAL Masters of Arts	154	143	159	149	155	157	132	144	168	165	199
Master of Modern Lang.											
German School				1							
Doctorate of Modern Languages											
French School	1	3	1	0	5	1	1	2	0	0	0
German School	0	0	2	1	0	1	0	1	1	0	0
Italian School	2	0	0	0	0	0	1	2	0	2	1
Spanish School	1	3	0	0	0	0	1	2	0	1	0
Russian School	0	0	0	1	2	0	0	2	1	0	2
TOTAL DML	4	6	3	2	7	2	3	9	2	3	3
TOTAL GRADUATE DEGREES											
	158	149	162	152	162	159	135	153	170	168	202

Source: Language School Annual Report

**Profile and Degrees Awarded: Bread Loaf School of English
Juneau, New Mexico, Oxford, and Vermont - 2005**

	Alaska	New Mexico	Oxford	Vermont	Total
Enrollment	71	91	94	259	515
Student Average Age	33	32	33	32	32
States Represented	22	30	31	32	
Foreign Countries Represented	2	1	4	9	
Student/Faculty Ratio	10:01	11:01	10:01	11:01	11:01

Occupations	Alaska		New Mexico		Oxford		Vermont		Total	
	#	%	#	%	#	%	#	%	#	%
Private School Teachers	27	38%	33	36%	40	43%	105	44%	205	42%
Public School Teachers	30	42%	26	29%	32	34%	89	34%	177	36%
College & Jr. College Teachers	1	1%	1	1%	2	2%	3	1%	7	1%
Undergraduate Students	0	0%	1	1%	4	4%	2	0%	7	1%
Graduate Students	0	0%	4	4%	1	1%	7	3%	12	2%
Ph.D. Students	0	0%	0	0%	0	0%	0	0%	0	0%
Unemployed	1	1%	5	5%	3	3%	5	2%	14	3%
Other Occupations	12	17%	10	11%	9	10%	36	14%	67	14%

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Master's Degrees Awarded	43	44	46	41	51	61	42	79	52	67	67

Source: Bread Loaf School Dean's Office

Appendix: Implementation and Resource Needs of the Strategic Plan

In order to determine that the strategic plan set forth is realistic, the Planning Committee reviewed multiple implementation strategies for the recommendations included in the plan. Various assumptions, including the number of students and the pace at which the recommendations are executed were reviewed and analyzed. The Planning Committee identified a scenario that incorporates the agreed upon assumptions. This scenario, with its assumptions and results, is outlined below.

Because a strategic plan looks to the long-term there are many unknown events that will occur that will eventually change the implementation of the plan. The plan consists of choices and assumptions that will be modified as the environment changes. However, for illustrative purposes we provide this scenario that tests the feasibility of the strategic plan.

Scenario

- Decrease self-help requirement for financial aid.
- Gradually increase the percentage of students on financial aid through FY15.
- Hire an additional 3 faculty per year for a total increase of 25 faculty by FY15.
- Begin construction on buildings for the Commons, including residential spaces and dining halls, in spring 2010 with completion by FY16.
- Implement various other initiatives including faculty and staff development, faculty and student collaborative research, and enhanced commons programming

Assumptions

- The number of undergraduate students remains at 2,350.
- The endowment spending rate decreases to 5% by FY09 and remains constant.
- The rate of return on the endowment is 9% each year.
- Gifts to the annual fund and the endowment have consistently increasing goals.
- The comprehensive fee increases at a rate that maintains a competitive position.
- Faculty and staff salaries are at competitive rates and they target salary goals.
- The College continues to provide competitive employee benefits.
- All other sources of revenue and expenses increase at rates between 2% and 4%.

Result

The costs to the scenario listed above using the stated assumptions would be feasible looking out through FY15, as they project balanced budgets from FY07 through FY15. A bond issue of approximately \$50 million would need to be taken out in FY12 in order to facilitate the building and renovation projects associated with the completion of the Commons.

Additional Resources

Under this scenario there are still additional resources available which help to mitigate additional costs that could be incurred and that could respond to unexpected situations that may arise. For example, there may be a year when the return on the endowment is less than 9% or when fewer gifts to the endowment are received. These resources, including the contingency fund, budgeting for additional students, decreasing the amount allocated to the Renewal and Replacement Reserve, or making reallocations within the existing operating budget, could help to respond to variations in this scenario.

Implementation Table for Planning Recommendations

The Dean of Planning will work closely with the President and his staff to coordinate the implementation of the planning recommendations. The columns of this table give: (1) the statement of recommendation from the Strategic plan; (2) the member of President's staff with overall accountability for the area; (3) the managers, offices, committees with some direct responsibilities for implementation; (4) the likely date of beginning implementation of recommendation; and (5) the tentative completion date where applicable. We expect to provide periodic reports to the College community and to the Board of Trustees on progress in implementing these recommendations.

<i>Recommendation</i>	<i>President's Staff Accountability</i>	<i>Other managers/ offices/ committees directly involved</i>	<i>Tentative date to begin implementation</i>	<i>Tentative completion date, where applicable</i>
1. Adopt a new mission statement that reflects our aspirations and future directions.	President	Prudential Committee PSC/PS VP Communications VP Advancement	March 2006	<i>April 2006</i>
2. Seek more applicants with special academic talents.	Dean of Admissions	New Admissions Advisory Committee VP Communications	Spring 2006	
3. Implement an academic rating system for all applicants.	Dean of Admissions	New Admissions Advisory Committee		<i>Completed</i>
4. Identify and recruit more top-rated academic applicants.	Dean of Admissions	VP Advancement VP Communications	Spring 2006	
5. Move gradually toward a voluntary February admission program.	Dean of Admissions	VP Communications Dean of Student Affairs	FY 2007	<i>FY 2012</i>
6. Increase the grant component in our aid packages.	EVP/Treasurer	Director of St Fin Serv. Controller	Spring 2007	<i>FY2012</i>

7. Increase the socio-economic diversity of the student body.	Dean of Admissions	Office of Institutional Diversity Director of St Fin Serv Controller VP Communications	Spring 2007	
8. Enhance recruitment and retention of students of color.	Dean of Admissions	Dean of the College Office of Institutional Diversity VP Communications	Ongoing	
9. Maintain our strong international enrollment.	Dean of Admissions	VP Communications	Ongoing	
10. Create an admissions advisory committee.	Dean of Admissions	Faculty Council	Fall 2006	
11. Create a financial aid advisory committee.	EVP/Treasurer	Director of St Fin Serv Controller	Fall 2006	<i>Fall 2007</i>
12. Continue to offer leadership in addressing the relationship between intercollegiate athletics and academic mission.	Dean of the College	Director of Athletics Secretary of the College President	Ongoing	
13. Establish a systematic procedure for consultation between coaches and other faculty members about the balance of athletics and educational mission.	Dean of College	Dean of Faculty Director of Athletics Athletics Policy Committee	Fall 2006	
14. Cultivate leadership qualities that address societal needs.	Dean of College	Dean of Student Affairs Commons Heads Director of Athletics Director CCAL VP Communications	Fall 2006	

15. Clarify and enhance the status of the Commons Heads.	Dean of College	President Commons Heads Commons Deans	FY 2007	
16. Further integrate the Commons system and the curriculum.	VP Academic Affairs Dean of College	Educ. Affairs Committee President	FY 2008	<i>FY 2011</i>
17. Expand opportunities for staff involvement in the Commons.	EVP/Treasurer	Dean of College Commons Heads Human Resources	Fall 2006	<i>Fall 2008</i>
18. Initiate a weekly College-wide convocation.	Dean of College	Special committee Faculty Council Staff Council	FY 2007	
19. Enhance educational opportunities for staff.	EVP/Treasurer	Human Resources	FY 2008	<i>Fall 2010</i>
20. Support staff matriculation at Middlebury College.	VP Academic Affairs	EVP/Treasurer Human Resources Dean of Faculty Educ. Affairs Committee Dean of Admissions	FY 2008	
21. Increase professional development opportunities for staff.	EVP/Treasurer	Human Resources Organiz. Effectiveness Staff Council	FY 2007	<i>Fall 2009</i>
22. Create a staff professional development leave program.	EVP/Treasurer	Human Resources Organiz. Effectiveness Staff Council	FY 2008	<i>Fall 2010</i>
23. Encourage staff participation in intellectual community.	Dean of College	VP Academic Affairs EVP/Treasurer Human Resources Staff Council	FY 2006	

24. Strengthen supervisory training programs.	EVP/Treasurer	Human Resources Organiz. Effectiveness	FY 2007	<i>Spring 2008</i>
25. Promote greater work-life balance.	President	Administration Council President's Staff Human Resources Organiz. Effectiveness Staff Council Faculty Council	Ongoing	
26. Encourage a culture of collaboration.	President	President's Staff Faculty Council Staff Council Administration Council Organiz. Effectiveness Human Resources	Ongoing	
27. Cultivate and support creativity and innovation.	President	Faculty Council Staff Council Admin Council Organiz. Effectiveness Human Resources	Ongoing	
28. Increase recognition of employees' accomplishments.	VP Communications	Human Resources MidPoints Editor	FY 2007	
29. Expand the ways we engage alumni in the life of the College.	VP College Advancement	VP Communications	FY 2007	
30. Re-examine and strengthen our communications both within and beyond our campuses.	VP Communications	EVP/Treasurer Administration Council Organiz. Effectiveness	FY 2007	
31a. Expand and support diversity in the staff.	EVP/Treasurer	Dean of College Human Resources Organiz. Effectiveness Office of Inst Divers.	FY 2007	<i>Fall 2009</i>

31b. Expand and support diversity in the faculty	VP Academic Affairs	Dean of Faculty Dean of College Office of Inst Diversity VP Communications	FY 2007	
32. Recognize “Community Partners.”	Secretary of College	Dean of College Dean of Faculty Director of Civic Engagement	Fall 2007	
33. Increase faculty resources and enhance student-faculty interaction.	VP Academic Affairs	Dean of the College Dean of Faculty Ed. Affairs Committee	FY 2008	
34. Consolidate the College’s distribution requirements.	VP Academic Affairs	Dean of Faculty Dean of Curriculum Ed. Affairs Committee	FY 2008	<i>FY 2009</i>
35. Institute a laboratory science requirement within the new distribution requirements	VP Academic Affairs	Dean of Curriculum Ed. Affairs Committee Dean of Faculty	FY 2008	
36. Enhance academic advising.	VP Academic Affairs	Dean of Faculty Dean of Curriculum Asst. Dean of Instruction	FY 2007	
37. Eliminate triple majors and reduce the number of double majors.	VP Academic Affairs	Dean of Faculty Dean of Curriculum Educ. Affairs Committee	FY 2007	
38. Streamline departmental major requirements.	VP Academic Affairs	Dean of Faculty Dean of Curriculum Educ. Affairs Committee	Spring/Fall 2006	

39a. Highlight the strengths of the sciences at Middlebury.	VP Academic Affairs	Dean of Faculty Dean of Curriculum Dean of Admissions VP Communications Educ. Affairs Committee	Spring 2006/ Fall 2007	
39b. Highlight the strengths of the arts at Middlebury.	VP Academic Affairs	Dean of Faculty Dean of Admissions VP Communications Educ. Affairs Committee Committee on the Arts	Spring 2006/ Fall 2007	
40. Strengthen Winter Term.	VP Academic Affairs	Dean of Faculty Dean of Curriculum Educ. Affairs Committee	Winter 2007-8	
41. Reinforce the first-year seminar program.	VP Academic Affairs	Dean of Curriculum Asst. Dean for Instruction	Fiscal 2007	
42. Explore possibilities for Commons-based courses	VP Academic Affairs	Dean of the College Commons Heads Dean of Faculty Dean of Curriculum Educ. Affairs Committee	Fiscal 2008	
43. Require senior work in all majors.	VP Academic Affairs	Dean of Faculty Dean of Curriculum Educ. Affairs Committee Department Chairs	FY 2008	
44. Promote student research through a day-long research symposium.	Dean of Student Affairs	Dean of the College Dean of Faculty Dean of Curriculum Community Council Secretary of the College	FY 2007	

45. Increase funding for student internships.	VP College Advancement	Dean of Student Affairs Dean of the College Office of Career Services	FY 2008	
46. Create a database for service learning projects.	VP Academic Affairs	Dean of the College Dean of Faculty Director of Civic Engagement	FY 2007	
47. Make better use of current teaching resources with a goal of achieving a more competitive teaching load for faculty.	VP Academic Affairs	Dean of Faculty Dean of Faculty Develop. Ed. Affairs Committee Faculty Council	Spring 2006/ Fall 2007	
48. Develop a more flexible approach to faculty leaves.	VP Academic Affairs	Dean of Faculty Develop. Dean of Faculty	FY 2008	
49. Provide more centralized staff support to reduce administrative burdens on faculty.	VP Academic Affairs	EVP/Treasurer Dean of Faculty Develop Human Resources Organiz. Effectiveness	FY 2008	
50. Increase collaboration across Middlebury programs.	VP Academic Affairs	Dean of Curriculum Dean of Language Sch. Dir. of Bread Loaf Monterey Institute	FY 2008	
51. Establish a Board of Trustees subcommittee devoted to the summer program, schools abroad, and affiliates.	President	VP Academic Affairs Dean of Language Sch. Dir. of Bread Loaf Monterey Institute Comm. Trustees/Govern.	FY 2007	
52. Strengthen connections of alumni from the Language Schools and the Bread Loaf School of English with the Middlebury alumni family.	VP College Advancement	VP Communications Dean of Language Sch. Dir. of Bread Loaf Monterey Institute	FY 2007	

53. Ensure that the needs of the College's summer and auxiliary programs are represented in committee and administrative structures that are responsible for operational planning.	EVP/Treasurer	12-month Campus Committee VP Academic Affairs Administration Council AVP Facilities Dean of Language Sch. Dir. of Bread Loaf Master planning	Ongoing	
54. Strengthen financial aid for the Language Schools.	VP College Advancement	EVP/Treasurer Dean of Language Sch. Dir. of St Fin Services Controller	FY 2008	<i>FY 2015</i>
55. Expand the scope of the Language Schools curriculum by integrating broader cultural content in Language School courses.	VP Academic Affairs	Dean of Language Sch. LS Directors	Ongoing	
56. Consider adding summer graduate programs in languages that are currently taught only at the undergraduate level.	VP Academic Affairs	Dean of Language Sch. LS Directors	Ongoing	
57. Explore possibilities for adding new sites abroad that support the undergraduate curriculum.	VP Academic Affairs	Dean of Language Sch. LS Directors Dean of Faculty Dir. Off-Campus Study	Ongoing	
58. Integrate the Bread Loaf School of English into the College's international focus by considering further expansion beyond the U.S. borders.	VP Academic Affairs	Dean of Language Sch. Dir. of Bread Loaf	Ongoing	

59. Upgrade facilities at the Bread Loaf campus to ensure longevity of its historic buildings and allow for support of new teaching technologies.	EVP/Treasurer	VP Academic Affairs AVP Facilities Asst Treasurer Dir. of Bread Loaf Master planning	Ongoing	
60. Develop stronger ties between the Bread Loaf Writers' Conference and our academic year programs.	VP Academic Affairs	Director of BWC Dean of Faculty Dean of Curriculum VP Communications	Ongoing	
61. Explore opportunities for future collaboration with the Monterey Institute of International Studies.	VP Academic Affairs	President Dean of Planning Dean of Language Sch. Dir. International Affairs Monterey Institute	Ongoing	
62. Establish a liaison group to explore connections between the Monterey Institute of International Studies and Middlebury programs.	President	VP Academic Affairs EVP/Treasurer Dean of Language Sch. Dir. International Affairs Monterey Institute	FY 2007	
63. Revise and expand the campus master plan to reflect the strategic plan.	EVP/Treasurer	President's Staff AVP Facilities Master planning	Spring 2006	<i>Summer 2007</i>
64. Complete the Commons physical infrastructure.	EVP/Treasurer AVP	Dean of College AVP Facilities Comm. Heads/Deans Master planning	FY 2010	<i>FY 2015</i>
65. Equalize housing opportunities for seniors.	Dean of College	Comm. Heads/Deans Student Govern. Assoc.	Spring 2007 room draw	<i>Spring 2008</i>

66. Improve space for departments and programs.	EVP/Treasurer	VP Academic Affairs AVP Facilities Master planning	Ongoing	
67. Create more space for the arts.	VP Academic Affairs	EVP/Treasurer AVP Facilities Master planning	Fall 2007	<i>Fall 2015</i>
68. Strengthen our environmental leadership and reputation.	EVP/Treasurer	Dir. Environ. Affairs Environmental Council Dean of Curriculum VP Communications AVP Facilities	Ongoing	
69. Pursue alternative environmentally-friendly energy sources.	EVP/Treasurer	Dir. Environ. Affairs Sustain. Coordinator Asst. Treasurer	Ongoing	
70. Design energy efficient buildings and operations.	EVP/Treasurer	Dir. Environ. Affairs Sustain. Coordinator AVP Facilities Master planning	Ongoing	
71. Consider the various impacts of development on the College campus and the natural environment.	EVP/Treasurer	Dir. Environ. Affairs Sustainability Coord AVP Facilities	Ongoing	
72. Support sustainable agricultural practices.	EVP/Treasurer	Asst. Treasurer Dir. Environ. Affairs Environmental Council	Ongoing	
73. Continue to manage College lands responsibly.	EVP/Treasurer	AVP Facilities Asst. Treasurer Buildings/Grounds Com.	Ongoing	

74. Continue making alterations to facilities that improve their accessibility for those with disabilities, and work toward universal access.	Dean of Student Affairs	EVP/Treasurer AVP Facilities Master planning ADA Office	Ongoing	
75. Better utilize existing facilities through efficient scheduling and management.	EVP/Treasurer	VP Academic Affairs AVP Facilities Master planning	Ongoing	
76. Increase availability of alternate forms of transportation.	EVP/Treasurer	New committee Asst. Treasurer	FY2007	<i>-Fall 2010</i>
77. Search for creative ways to reduce reliance on private vehicles.	EVP/Treasurer	New committee AVP Planning Asst. Treasurer Dir. Of Public Safety Organiz. Effectiveness	FY 2007	<i>Fall 2010</i>
78. Convert Old Chapel Road into a pedestrian-friendly campus artery.	EVP/Treasurer	AVP Facilities Master planning Dir. Environ. Affairs Environmental. Council	FY 2009	<i>Fall 2010</i>
79. Explore ways to support development of a Cornwall Path.	EVP/Treasurer	AVP Facilities Dir. Environ. Affairs Environmental Council	FY 2006	<i>Spring 2007</i>
80. Cultivate open dialogue with the Town.	President	EVP/Treasurer Assistant Treasurer AVP Facilities VP Communications	Ongoing	
81. Limit the use of community housing by students.	Dean of the College	Assistant Treasurer Enrollment Committee	Ongoing	

82. Address traffic and commuting concerns.	EVP/Treasurer	AVP Facilities Asst Treasurer Master planning Dir. Of Public Safety	Ongoing	
S1. Increase financial aid to provide better access to Middlebury and thereby enrich the educational environment for our students.	EVP/Treasurer	VP Coll. Advancement. Dir. of Stu. Fin. Services Controller	FY 2008	<i>FY 2015</i>
S2. Expand the faculty to support intensive student-faculty interaction.	VP Academic Affairs	Dean of Faculty Ed. Affairs Committee	FY 2008	<i>FY 2015</i>
S3. Develop further and plan to complete the Commons as the cornerstone of residential life.	Dean of the College	AVP Facilities Commons Staff	FY 2010	<i>FY 2105</i>
5/11/06				