

September 15, 2008

Dear Faculty, Staff, and Students,

I write to share with you developments in our affiliation with the Monterey Institute of International Studies (MIIS), as well as our plans going forward.

First, I would like to thank all those at Monterey and Middlebury for their hard work in what has been a pioneering effort for both institutions. We have accomplished a lot in a relatively short period of time during which Middlebury and Monterey have experienced the benefits of increased academic collaboration as well as enthusiastic support from donors and the broader College and Institute communities. Here are some key highlights:

- Applications to MIIS continue to increase beyond projections, up 11% this year. Enrollment, too, has grown beyond what we planned, and this fall semester's student count will be the Institute's highest ever, at 858. In 2005, the enrollment was 750. In addition, ten Middlebury alumni have begun degree programs at MIIS this academic year.
- MIIS has righted its financial ship thanks to increasing enrollments, a significant turn around on the fundraising front, and good stewardship of resources. It passed its latest annual financial audit with flying colors. Direct financial support to MIIS from Middlebury has been limited to the restricted gifts given to the College in support of the affiliation. The MIIS annual fund grew \$1,006,753 or 32% over the past year, and major gifts included a \$3 million challenge pledge.
- MIIS and the College have taken advantage of particular strengths and interests of both faculties to enhance curricular offerings at each institution. MIIS professors taught two courses at Middlebury last winter term, one on nuclear weapons and nonproliferation and a second on translation and interpretation. Russ Leng, emeritus professor of political science and a member of the MIIS Board of Trustees, taught a course entitled "War" at MIIS, and faculty members from both institutions collaborated to teach a course at MIIS on Russian society. In addition, two Middlebury students took part in MIIS field study opportunities during winter term, completing internships in El Salvador and New Orleans.
- This past summer, MIIS and the Middlebury School Abroad in Spain established the Madrid Teacher Training program (an English immersion program) at three sites: Monterey, Burlington, and Madrid. Kim Griffin, Director of the Middlebury School in Spain, facilitated the agreement between the Madrid government, Middlebury, and Monterey faculty who specialize in the teaching of English to non-native English speakers. Ninety teachers from Spain participated in the program, which was judged to be a huge success by the teachers and the Madrid municipal government. The program is expected to continue and grow next year.

- The Middlebury-Monterey Language Academy (MMLA) began its first year of operation this past summer. The Academy tapped into an unmet need for high-quality foreign language instruction at the middle and high school levels, and has begun to address the recognized shortage of Americans who undertake the serious study of languages at an early age. The program provided instruction in four languages (Arabic, Chinese, French, and Spanish) at three locations to more than 600 students. The parent and student surveys following the program's initial year showed great satisfaction with the quantum leap in language proficiency made by most participants. Many students jumped a year or, in some cases, even two years in high school placement tests as a result of their MMLA experience.
- *ConnectEd*, a conference on international higher education, was jointly organized by MIIS and Middlebury. It brought 400 participants from 24 countries to Monterey last winter, including 55 faculty, staff, and administrators from the undergraduate college, Language Schools, and Schools Abroad. Leaders from universities, corporations, governments, and NGOs exchanged views and shared ideas on the state of international education in the United States and abroad.
- In each of the past two years, the Kathryn Davis Fellowships in Critical Languages provided 100 full scholarships to the Middlebury Language Schools, and 25 MIIS students were among those who received fellowships to study Arabic, Chinese, Hebrew, Portuguese, or Russian.
- The Middlebury College Language Schools introduced a new master's degree in Mandarin Chinese that can be earned during four summers at the Language Schools or through a combined course of study at the Language Schools and MIIS. This past summer, the program's second, 23 students were enrolled in the program, up from the 18 during the first year.

It is apparent to both Middlebury and MIIS that the affiliation has accomplished a great deal in its first two-plus years. It is also very clear there is much more that our two institutions, which share a common vision for international education, can accomplish by working together and taking advantage of each other's academic and alumni networks and resources across the globe. Though the initial curricular and professional ties between Monterey and the College were easier to envision and develop for our graduate students and faculty in our Language Schools and at our Schools Abroad, we envision many programs to emerge that will provide complementary and exciting academic opportunities for our undergraduate students and faculty.

To that end, and because of the impressive turn around we have witnessed at the Institute, especially in the areas of enrollment, financial strength, and fundraising, I have sought and received permission from our Board of Trustees to set a goal of June 30, 2010 as the date by which the Monterey Institute will become integrated legally within the College. This would mean the Institute's relationship with Middlebury will go beyond our current affiliation agreement and become equivalent to that of our other graduate and special programs: the Bread

Loaf School of English, the Bread Loaf Writers' Conference, the Language Schools, and our C.V. Starr-Middlebury Schools Abroad.

While some aspects of the current relationship will change after June 30, 2010, others will not. There will continue to be a Monterey president, who will report to the Middlebury president and to a new MIIS board. The Institute will retain autonomy in the academic realm, while a number of administrative functions will be integrated with the College's to ensure smoother operations and efficiencies, and to allow both institutions to take advantage of numerous opportunities for collaboration.

During the next two years, two existing Middlebury-Monterey liaison groups—the “Finance, Operations and Communications” group (FOC) and an “Academic Programs” group (AP)—which have worked on various aspects of the affiliation over the past sixteen months, will continue their work. As Sunder Ramaswamy moves from Middlebury in late fall to begin his tenure as president of MIIS (his starting date will be January 1, 2009), Dave Donahue, Special Assistant to the President, will assume responsibility for FOC, and Michael Geisler, Vice President for the Language Schools, Schools Abroad, Graduate, and Special Programs, will lead the Academic Programs group. Other members of the FOC group include: LeRoy Graham, Bob Huth, Drew Macan, Mike McKenna, Patrick Norton, Jeff Rehbach, Meg Storey-Groves, and Rise Wilson. Members of the Academic Programs group include: Jeff Cason, Bob Cluss, Kevin Hurley, Nan Jenks Jay, Ana Martinez-Lage, Jamie Northrup, and Thierry Warin.

As we continue to work closely with our Monterey colleagues, I want, once again, to express my appreciation to all members of the Middlebury and MIIS communities—faculty, staff, students, alumni, donors, and trustees—who have helped the two institutions move closer to realizing a shared and unique vision for global higher education. And I especially want to thank President Clara Yu for her innovative, effective, and outstanding leadership of the Institute. It is because of her leadership and the dedication and commitment of those who have been involved in this project that we have made such great strides in a short period of time. While there is still much work to be done, we are confident we will achieve our goals and become a stronger institution, better able to meet our students' educational needs for the complex world they will engage after Middlebury.

I look forward to providing you with additional information and updates during the course of the year. Thank you for your ongoing efforts, your support, and your commitment to this exciting project.

Ron Liebowitz