Dear Parents’ Fund Committee Members,

Thank you for agreeing to be the voices and faces of parent fundraising for Middlebury. Each year, parent volunteers give generously themselves, while cultivating additional support from other parents. Our work together through the Parents’ Fund provides critical funds for Middlebury. Last year’s volunteers raised an impressive and significant contribution of $3.4 million.

As the parents of three Middlebury students, we have seen and appreciated many aspects of the College: the diversity of academic choices, the dedication of the professors, the incredibly beautiful campus, and all the College has to offer outside of the classroom. We have seen the genesis of lifelong bonds of friendship, not only with classmates but also with professors, administrators, and coaches. Our students have found that a Middlebury education is truly exceptional and relevant in today’s world, and we know that they will continue to enjoy the benefits of that education all their lives.

We, the parent volunteers, form the cornerstone of the Parents’ Fund. We are excited to work with you in reaching out to other Middlebury parents to encourage their support for the students and programs at Middlebury. Thank you again for your generosity and your efforts on Middlebury’s behalf.

Jane and Bob Oberrender P’13, P’15, P’18
Parents’ Fund Committee Job Descriptions

Each year a group of roughly 60 families comes together to support Middlebury as members of the Parents’ Fund Committee. Committee members reach out to other parents to ask them to support Middlebury. Each member makes a personally significant gift and contacts about 10 other parents to encourage them to make a gift.

COMMITTEE MEMBER RESPONSIBILITIES

- **Lead by example.** Support the Parents’ Fund by making an annual gift or pledge by the end of December and a gift no later than June 1. (Our fiscal year ends on June 30.) We hope that you will lead the way with a leadership-level gift. Last year the committee collectively gave more than $475,000. As a donor, you will be able to talk about your own commitment and will be more confident in asking other parents to join you in supporting Middlebury.

- **Contact** the 8–10 families assigned to you to request support for Middlebury. Start with a note in early fall to introduce yourself and the Parents’ Fund. Indicate that you will follow up later to ask for a gift.

- **Stay informed** about the College and participate in the annual Fall Family Weekend business breakfast meeting and subsequent teleconferences. The more you know about Middlebury, the easier your job will be.

- **Thank people for their gift.** Your handwritten note or email will be appreciated by the donor and encourages future philanthropy.

- **Keep in touch.** Let us hear from you! Communicate with the co-chairs and the Parents’ Fund staff to let us know what you and other parents are thinking. Your insights and observations are valuable to us.

- **Use Parents in Action.** PIA is an online system designed for volunteers to access information about assigned contacts. Familiarize yourself with the program or ask Heidi Webb, associate director of Parent Giving, for updated reports when needed.

- **Confidentiality is key.** The information we share with you is highly confidential. Please be discreet.

- **Have fun.** Middlebury is an amazing community. Enjoy talking to fellow parents about their children and their Middlebury experience.

- **Mayday!** If for some reason you cannot fulfill your Parents’ Fund duties, we understand! Sometimes careers and personal lives take unexpected turns. If this happens to you, let us know as soon as you realize you have to adjust your priorities. The families assigned to you can be given to someone else.
A Tradition of Giving

Since Gamaliel Painter left a bequest of $13,000 and his cane to the College in 1819, philanthropy has played a critical role in Middlebury’s development. Beginning in 1940, gifts to the Annual and Parents’ Funds have been an important source of institutional momentum. These gifts are the primary way for alumni, parents, and friends to sustain the special features that define Middlebury.

GIVING SOCIETIES

Parents may be interested in giving at levels that afford recognition and membership in one of these societies. Sharing recognition levels can raise sights and motivate some parents to make a larger gift than they might otherwise consider.

The True Blue Society recognizes Middlebury’s most loyal donors, who have made gifts consistently for at least the last three fiscal years. True Blue donors are the foundation of Middlebury’s annual giving program.

The 1800 Society recognizes donors with the ability and desire to support Middlebury at a leadership level annually. Giving to the 1800 Society makes you a philanthropic leader and an example to follow. The 1800 Society includes several different giving levels.

- Founders Associates: $1,800–$9,999
- Old Chapel Fellows: $10,000–$24,999
- President’s Circle: $25,000 and above

The Cane Society recognizes those individuals who have established life-income gifts—such as charitable gift annuities and charitable remainder trusts—or bequest intentions to benefit Middlebury.

To learn more, call 866.496.6433 or visit go.middlebury.edu/giftplanning.
Why Middlebury

Middlebury combines an intense, personal education with a global perspective and an international network found nowhere else. It offers abundant opportunities for students to develop cultural fluency and the tools needed to solve complex problems. With a focus on the environment, international education, and the liberal arts, Middlebury prepares students to enter the global marketplace, to tackle the world’s most pressing challenges, and to recognize and develop new opportunities wherever they go.

FUNDRAISING PRIORITIES

THE PARENT’S FUND
Support for the Parents’ Fund is Middlebury’s highest priority. The goal this year is to raise $2.5 million. Since Parents’ Fund gifts are unrestricted and can be spent as they come in, they make a direct and immediate difference in the lives of current students and faculty. Such gifts enable Middlebury to provide extraordinary opportunities for learning and discovery, to offer financial aid to every student who needs it, and to respond to emerging needs and challenges. It would take $100,000 in endowment to provide the same income and create the same impact as a $5,000 Annual Fund gift. Year after year, the Parents’ Fund not only sustains Middlebury, but helps it to thrive.

FINANCIAL AID
Middlebury is committed to making the College affordable for all admitted undergraduate students, regardless of family resources. Students learn from those whose experiences, beliefs, and perspectives are different from their own. To prepare our students to be global citizens, we must have the resources to recruit students from all backgrounds, from every state, and from around the world. Gifts help to ensure that no qualified, motivated student is prevented from enrolling because of financial considerations.

APPLYING THE LIBERAL ARTS
Middlebury students must be prepared to engage the world by testing and applying what they are learning in the classroom to real-world problems. They need opportunities to experiment and take intellectual risks, to overcome fear of failure, and to develop knowledge and skills that will serve them well in the global economy. These opportunities can be found through internships, volunteer activities, independent projects, and undergraduate research.

FACULTY AND ACADEMIC PROGRAM SUPPORT
Personalized teaching and mentoring are at the heart of a Middlebury education. Gifts help to ensure small classes, excellent advising, and meaningful opportunities for students to collaborate with faculty. Such gifts enable Middlebury to recruit and retain top scholars. They help to equip labs, provide research and teaching resources for new faculty members, fund travel to conferences, and support curriculum development.

ATHLETICS
Every year, students and coaches fundraise to pay for the annual varsity spring trips and to cover the costs associated with the intercollegiate club sports program. A gift for either priority is a great way to support athletics at Middlebury. This year there are also two special fundraising opportunities.

HONORING COACH JOHN ILLIG. Middlebury will honor the late John Illig by naming the head squash coach position for him. The position will be known as the John Illig Squash Coaching Chair. The goal is to raise a minimum of $2 million to support the chair; additional funds would support the squash program.

HONORING COACH MISSY FOOTE. Associate Director of Athletics and Head Women’s Lacrosse Coach Missy Foote will retire next spring after 38 years at Middlebury and 34 years leading the women’s lacrosse program. Middlebury would like to honor Missy’s remarkable career by endowing a fund in her honor.
Steps to a Successful Solicitation

FIRST STEP: PREPARE

- **Make your own gift first.** Other parents are more likely to join you in giving if you lead by example. Reflect on your own reasons for giving to Middlebury. Consider what Middlebury means to your student and why you choose to give of your time and resources. Your ability to articulate why you support Middlebury will help you to persuade others.
- **Review your parent assignments in Parents in Action.** Have they been consistent givers? Is this their first year as Middlebury parents? Are they assigned to a coordinator? Contact the staff coordinator if you need more information.
- **Stay informed.** The more you know about the Parents’ Fund, various gift opportunities, and the College, the easier your job will be. A list of resources can be found on page 11.

SECOND STEP: REACH OUT

- **Make the contact.** You may choose a phone call or an introductory letter or email, depending on the contact information provided for you. Be sure they know you are a fellow parent working as a volunteer for Middlebury. If you write a note, be sure to state that you will follow up.
- **Be upfront.** Let them know right away that you have volunteered to help raise money for Middlebury. Ask if this is a good time to talk.
- **Find common ground.** What do your assignments appreciate the most about their students’ Middlebury experiences? Ask them to consider a gift to the Parents’ Fund in honor of their students.
- **Inform them** of the Parents’ Fund goal: $2.5 million.
- **Be specific.** The College will provide you with a suggested “ask” amount for each individual based on previous giving history or capacity. You may want to use language such as: “I pledged $__ to the Parents’ Fund this year. Would you be willing to join me in giving a gift of $__? Or “Can I count on your help? Would you consider a gift of $__?”
- **Listen.** Don’t expect an immediate commitment for a large gift. A parent may need time to think or consult with others.
- **Ask for help if you need it.** You don’t have to be an expert or answer every question. You can always refer someone to a Parent Giving staff member.
- **Stress participation.** Let them know their gift, whatever the size, truly matters. Many parents care about Middlebury’s continued excellence. Their gifts demonstrate their confidence in the College’s future.
- **Ask about matching gifts.** Do their employers have matching gift programs? This can double or even triple the size of the gift.
- **Check contact information.** Confirm all contact information and pass along any changes to the Parent Giving office.
- **Remember, giving makes people feel good.** Enjoy yourself and have fun with your calls. Your enthusiasm will shine through.

THIRD STEP: FOLLOW UP

- **Agree on next steps.** Solicitations sometimes require more than one discussion. Schedule a second call if necessary. You can say, “I realize you need to think about this. May we set another time in a week when I can call you back?”
- **Say thank you.** Whether or not your assignments make a gift, thank them for their time and support. You will receive a notification from Parents in Action once a parent assigned to you makes a gift. An email or handwritten note is always appreciated and encourages future philanthropy.
Making a Gift to Middlebury

There are many ways to support Middlebury. As a parent volunteer, you can help other parents determine the best way to make a gift.

WAYS TO GIVE
online: go.middlebury.edu/give
phone: 888.367.6433 (toll free)
mail: Gift Administration, Middlebury College, 700 Exchange Street, Middlebury, VT 05753

INCREASING THE IMPACT OF A GIFT
A few ways your assignments can make their gift go even further are listed below. Please contact your Parent Giving staff coordinator if you have questions or need more information.

Recurring Gifts are a great way to increase the size of your gift by spreading it out over a 12-month period. An outright 1800 Society gift might seem beyond reach, but a recurring gift of $150 per month might fit someone’s budget more readily.

Corporate Matching Gifts Many companies will match charitable gifts, and a matching gift is a great way to double the impact. Ask if a parent’s employer has a matching gift program and encourage him or her to check with the human resources office for the appropriate paperwork.

Multiyear Pledge A useful option for someone who would like to make a larger gift is to spread the gift out over a three- to five-year period. If a donor is interested in this option, please contact the Parent Giving office; we will be happy to follow up.

Gifts of Stocks and Mutual Funds Gifts of appreciated stock and mutual funds held for more than one year can be made without incurring capital gains tax. In addition, the gift can be declared as a charitable income tax deduction for the full fair market value of the securities. Interested donors should call 888.FOR.MIDD (367.6433) for more information.

Creative, Flexible Giving Options Through a variety of gift plans, parents can help ensure the future of Middlebury College, while securing their own finances in ways tailored to their age, income and assets, and vision of giving. A gift can be as simple as including Middlebury in a will or as detailed as creating a trust for heirs and favorite charities. To learn more, contact Middlebury’s planned-giving professionals at 866.496.6433 or giftplanning@middlebury.edu, or visit go.middlebury.edu/giftplanning.
Questions Parents May Ask

If I designate my gift, will it count toward the Parents’ Fund? All annual gifts count toward the Parents’ Fund goal. While our priority is unrestricted gifts, as they provide Middlebury with the most flexibility, if parents prefer to direct their gifts to specific purposes, they can support a number of different areas, including financial aid, experiential learning, faculty and academic programs, athletics, and student life.

Middlebury has a significant endowment. What more does it need? Middlebury’s hallmark features—a personalized education with a global perspective, a focus on the environment and the liberal arts, an international network, and a wide range of opportunities for students to apply what they are learning—are expensive. The endowment provides 18 percent of Middlebury’s budget. The remainder is made up by tuition and fees and annual gifts from parents and alumni. It would take $100,000 in endowment to provide the same income and create the same impact as a $5,000 Parents’ Fund gift.

What is Middlebury doing to keep the comprehensive fee down? President Ronald D. Liebowitz and the Board of Trustees recognize that the cost of higher education is a challenge for many families. They adopted a conservative financial planning model in 2010, and the administration carefully monitors costs. The cost of a Middlebury education has actually fallen in comparison to peer colleges since 2010. In addition, Middlebury’s other programs—Language Schools, Schools Abroad, Bread Loaf, and Monterey Institute of International Studies, and the innovative Middlebury Interactive Languages—contribute to the College’s overall bottom line.

I’m already paying tuition and fees. Why should I support the Parents’ Fund? The comprehensive fee is a significant investment in each student and big commitment. However, the cost to provide a Middlebury education significantly exceeds the comprehensive fee. The difference is made up by endowment earnings and philanthropy, which subsidize and enhance the Middlebury experience. The Parents’ Fund supports your student. Every Middlebury program benefits from the annual gifts of parents and alumni. Last year, parents gave $3.4 million, which provided funding for internships; supported academic departments, athletic teams, and interest-based clubs; and created more resources that benefit our students. These programs and experiences prepare our students for fulfilling and successful lives.

The College is committed to ensuring that a Middlebury education remains relevant and provides experiences that make our students competitive in the job market. We must maintain the quality of the current programs while continuing to enhance them. We ask that all parents give what they can to ensure the future success of their students and their classmates.
Why is participation important? Participation is widely viewed as a measure of approval for any institution. Outside organizations, foundations, the media, and major donors view participation as a key measure of the overall strength of the College. When parents make a gift to the College, they demonstrate their belief in the power of a Middlebury education and recognize its significance in their students’ lives.

I can only afford a small gift—does it really matter to Middlebury? A resounding yes! Last year, gifts of $250 or less added up to $881,443. Gifts under $100 amounted to $461,759. We are proud to say that Middlebury has one of the highest rates of parent participation, and we hope to maintain a 30 percent participation rate this year.

Why should I give to Middlebury, when there are many other deserving causes? We recognize that people have many philanthropic priorities, but we do hope that every parent will include Middlebury in his or her list of charitable priorities. A gift to Middlebury is an important investment in your student and in the future. A Middlebury education develops leaders and innovators with the creativity, discipline, and cultural awareness to meet the challenges and take advantage of the opportunities in our increasingly complex global society. A gift to Middlebury has leveraging power, as the College’s programs, students, faculty, and alumni have a significant impact on the world.

I’m upset about a professor/a decision/a policy. Why should I give? Middlebury is bigger than any one issue or any one person, and by definition, a college is a place that encourages many diverse points of view. Students—not the current administration or trustees—are hurt by the withholding of gifts.

My child/other relative wasn’t admitted to Middlebury. Why should I give? Chances are that child or grandchild is having success at the college he or she is attending. Try to turn the conversation to that success; many people recover from their initial disappointment once they see their children happy at other colleges. Remind the parent about his or her positive experiences at Middlebury. Be a good listener and sympathetic friend. Sometimes that’s all it takes for the person to reconsider.
Using Middlebury’s Parents in Action Tool

Parents in Action (PIA) is an online system designed for Middlebury volunteers. It provides information to help Parents’ Committee members do their work. In addition to your Parent Giving staff partner, who is always willing to answer questions and help get you what you need, this database is your primary source of information.

WHAT CAN PIA DO FOR YOU?
- Provide up-to-date contact and giving information for each of your assignments.
- Send you an email notification when one of your assignments has made a gift.

TO LOG IN AS A RETURNING USER:
- Type go.middlebury.edu/pia into your web browser or visit the Middlebury home page. Click on “Quick Links” in the bottom right-hand corner and then on “BannerWeb.”
- Enter your user ID and PIN. Your user ID is your Middlebury ID number (available on the upper right-hand corner of your Parents’ Committee Packet or by calling 802.443.2200). Your PIN is the last 6 digits of your ID. If you have trouble logging in, please contact the Middlebury Help Desk at 802.443.2200 or helpdesk@middlebury.edu.
- The first time you log in successfully, the system will tell you that your PIN has expired and ask you to choose a new PIN. Please re-enter the PIN you used on the first page, then choose a new 6-digit PIN and enter it twice.
- At the next prompt, please set a security question.

NOTE FOR NEW USERS:
- Enter your user ID and PIN. Your user ID is your Middlebury ID number (available on the upper right-hand corner of your Parents’ Committee Packet or by calling 802.443.2888). Your PIN is the last 6 digits of your ID. If you have trouble logging in, please contact the Middlebury Help Desk at 802.443.2200 or helpdesk@middlebury.edu.
- The first time you log in successfully, the system will tell you that your PIN has expired and ask you to choose a new PIN. Please re-enter the PIN you used on the first page, then choose a new 6-digit PIN and enter it twice.
- At the next prompt, please set a security question.

ONCE IN THE SYSTEM:
- Click on Get My Parent Assignments to check the progress of your assignments and find contact information (view addresses, etc., by clicking on your assignment’s name).
- Resources for Volunteers Find links to useful information on the Middlebury website, as well as templates that you can customize to aid in your outreach.
Middlebury Today

MIDDLEBURY’S FINANCES
Middlebury’s budget is $299,854,000 and includes the undergraduate college, Language Schools and Schools Abroad, Bread Loaf School of English and Writers’ Conference, and Monterey Institute of International Studies, soon to be Middlebury Institute of International Studies at Monterey.

FY15 REVENUE
- Student Fees 67%
- Endowment 18%
- Sponsored Activities 3%
- Current Use Gifts 5%
- Reserves 3%
- Other Sources 2%
- Auxiliary Enterprise 2%

FY15 EXPENSES
- Instruction and Academic Support 30%
- Student Services 11%
- Institutional Support 11%
- Financial Aid 18%
- Debt Service 5%
- Library and Information Services 6%
- Maintenance and Operations 9%
- Contingency 1%
- Plant and Equipment 4%
- Auxiliary Enterprises 2%
- Endowment 18%

Helpful Resources

WHERE TO GET INFORMATION
Parents’ Fund Committee Resources
www.middlebury.edu/giving/priorities/

Middlebury Magazine
www.middmag.com

Middlebury News Room
www.middlebury.edu/newsroom

The Campus (student newspaper)
www.middleburycampus.com

Student Blog
www.middbeat.org

SOCIAL MEDIA
One way you can help build excitement around what’s happening at Middlebury, as well as support the College’s fundraising efforts, is by raising Middlebury’s profile through social media by sharing, commenting, and liking posts.

Middlebury on Facebook
www.facebook.com/middleburycollege

Middlebury on Twitter
www.twitter.com/middlebury
www.twitter.com/MiddAthletics
www.twitter.com/Middcampus
## Timeline of Events and Action Items

| October 24–26 |  
| --- | --- |
| ■ Fall Family Weekend |  
|  
| October 25 |  
| ■ Parents’ Fund Committee annual business breakfast meeting |  
| ■ Online PIA volunteer assignments become available |  
| ■ Committee members begin introductory and welcome calls |  
| ■ Parents’ Fund Committee appeal letters are mailed to parents |  
|  
| November |  
| ■ Parents’ Fund Committee conference call |  
| ■ Middlebury calendar and magazine are mailed to parents |  
|  
| December |  
| ■ Calendar year-end postcard appeal is mailed to parents |  
| ■ Solicit parent assignments before the end of the calendar year |  
| ■ Monthly Parents’ Fund Committee email updates begin |  
| ■ Season’s Greeting email message to all parents |  
| ■ Parents’ Fund Committee appeal letters are mailed to parents |  
|  
| December 31 |  
| ■ End of tax year |  
|  
| January |  
| ■ Optional welcome calls to Feb parents |  
|  
| January 31 |  
| ■ February Celebration |  
|  
| February 4 |  
| ■ February Orientation |  
|  
| February |  
| ■ Parents’ Fund Committee conference call |  
|  
| March |  
| ■ Parents’ Fund Committee appeal letters are mailed to parents |  
| ■ Second solicitation and/or follow up calls |  
|  
| April 9–10 |  
| ■ Student Research Symposium |  
| ■ Parents’ Fund Committee conference call |  
|  
| May |  
| ■ Committee members complete fiscal year-end reminders |  
| ■ Fiscal year-end reminder postcard is mailed to parents |  
|  
| May 24 |  
| ■ Commencement |  
| ■ Committee members receive preferred seating |  
|  
| June 30 |  
| ■ End of Middlebury’s fiscal year |  
|  
| July |  
| ■ Final Parents’ Fund Committee report is mailed to all volunteers |  

Please note that as a Parents’ Fund Committee member you will receive all appeals, whether or not you have made a gift to the College. This is to make you aware of the specific timing of appeal mailings and of your assignments receiving them.