



# Middlebury College Presidential Search Statement

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## INTRODUCTION

FROM ITS PROUD HISTORY SPANNING MORE THAN TWO CENTURIES, Middlebury has emerged as one of America's most highly regarded institutions of higher education. With the esteemed liberal arts college at its core, Middlebury has built a network of distinctive undergraduate and graduate schools and programs that extends its reach far beyond its historical roots in New England. Starting in 1915 with the establishment of the first of the Middlebury Language Schools, to the opening of the Bread Loaf School of English in 1920, to the acquisition of the Monterey Institute of International Studies in 2010, Middlebury has always strived to do—and be—more, while always maintaining its deep commitment to academic excellence, creativity, and scholarship. After ten years as president, Ron Liebowitz leaves Middlebury in a very strong position. Today, Middlebury's evolving identity as a first-rate residential liberal arts college with an array of vital graduate programs and schools underscores its unique place in American higher education: financially stable, an expanded global footprint, an unwavering commitment to the undergraduate experience, and a faculty dedicated to the reciprocal values of teaching and research.

A willingness to evolve, to take risks, and to innovate has given Middlebury the opportunity to articulate a model for liberal arts education in the 21st century. In searching for its 17th president, Middlebury seeks a leader who will continue to seize opportunities to advance this complex institution with vision, ambition, resourcefulness, and an abiding commitment to the liberal arts.

## A DISTINCTIVE INSTITUTION

Middlebury takes pride in providing a liberal arts education that prepares students to enter a rapidly changing, interconnected, and diverse world with

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## MISSION STATEMENT

At Middlebury College we challenge students to participate fully in a vibrant and diverse academic community. The College's Vermont location offers an inspirational setting for learning and reflection, reinforcing our commitment to integrating environmental stewardship into both our curriculum and our practices on campus. Yet the College also reaches far beyond the Green Mountains, offering a rich array of undergraduate and graduate programs that connect our community to other places, countries, and cultures. We strive to engage students' capacity for rigorous analysis and independent thought within a wide range of disciplines and endeavors, and to cultivate the intellectual, creative, physical, ethical, and social qualities essential for leadership in a rapidly changing global community. Through the pursuit of knowledge unconstrained by national or disciplinary boundaries, students who come to Middlebury learn to engage the world.

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confidence and skills. The heart of Middlebury is the undergraduate college, where a distinguished faculty and talented student body engage in a highly personal, rigorous educational experience, one that prizes scholarship, teaching, and creativity. Students are motivated, intellectual, and enterprising, and the faculty embraces the opportunity to develop the minds and spirits of the undergraduates in this close-knit community. In addition, the College is characterized by a history of bold and ambitious choices. Middlebury awarded the first bachelor's degree to an African American citizen in 1823, began educating women in 1883, and embraced an international outlook in 1915, decades before "globalism" was common. In recent years, the acquisition of the Monterey Institute of International Studies, the opening of numerous new Schools Abroad campuses, and the launch of the School of the Environment have reinforced its leadership and redefined the aspirations of other liberal arts institutions. Middlebury is further distinguished by its geography. International in orientation and sophistication, Middlebury is rooted in the vibrant New England community of Middlebury, Vermont, and is complemented by the Monterey Institute, on the scenic Monterey peninsula in California.

## LIBERAL EDUCATION FOR THE 21ST CENTURY

The liberal arts have never before been under such scrutiny, in terms of both value and affordability. The next president of Middlebury must have a passionate commitment to liberal arts education and the vision to shepherd its continued evolution. Middlebury is dedicated to serving its constituencies in the increasingly global, technologically driven, and diverse world. The president must also have an appreciation for and understanding of Middlebury's associated schools, including the Monterey Institute of International Studies, whose world-renowned graduate programs have tremendous potential to enhance the institution's role as a leader in international education. In concert with the Board of Trustees, faculty, students, and staff, the president will articulate the vision of this complex organization, seeking opportunities to strengthen, integrate, and expand programs. A global citizen with a keen intellect, he/she will engage the faculty in discussions of curriculum, pedagogy, and co-curricular initiatives that will best support current and future students. The digital revolution has the potential to reshape higher education, and Middlebury must develop a vision and strategy to guide its participation. At its foundation, Middlebury is an intellectual community, a gathering of scholars and students ever mindful of the importance of reflection, discussion, and intensive interactions to enrich their education and knowledge creation.

## INCLUSIVE LEADERSHIP AND MANAGEMENT

The new president will have experience leading and managing multistakeholder enterprises where consultation and collaboration are prized. He/she will have a style characterized by active inquiry, thoughtful reflection, and creative synthesis of ideas from a diversity of constituents. The president will be committed to shared governance, will welcome a diversity of perspectives, and will have the courage to make difficult decisions. He/she will work alongside a talented and engaged board that recently revised its own governance structures to meet the needs of this evolving institution. A magnet for

talent, the president will create an environment that empowers, develops, and motivates a collaborative, creative team. A culture of continuous improvement will be fostered where feedback is regularly given and taken. He/she will have a natural understanding that the institution's success depends on the commitment and service of a multitude of people, and engaging with all of Middlebury's constituents will be second nature.

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## THE SEARCH PROCESS

The 20-member Presidential Search Committee represents a broad cross section of the Middlebury community. The committee will guide the search process over the coming months until the next president of Middlebury is selected by the Board of Trustees. The committee is actively engaged in seeking input from all quarters to identify the best candidates to lead Middlebury into its next era of continued excellence and growth. To that end, the committee welcomes your comments, applications, and nominations. If you wish to submit your own application materials or nominate someone to serve as the next president of Middlebury, please send an email with supporting materials to [middleburypresident@spencerstuart.com](mailto:middleburypresident@spencerstuart.com).

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## RESOURCEFULNESS

The management and expansion of resources are critical to all strong academic institutions, and Middlebury has been very ambitious in creating new revenue streams and operating efficiently. This work must continue with a clearly defined sense of priorities that will transform the institution for the future. The president will seek to expand available resources for core programs and new initiatives by identifying revenue sources that align with the institution's mission and by rigorously developing ways to increase productivity and efficiency. Our 17th president must have a significant level of financial and operational acumen, be a compelling speaker and an impeccable listener, and articulate clear strategic priorities.

## ABOUT MIDDLEBURY

Founded in 1800, Middlebury has evolved dramatically from an institution established to train young men from Vermont and neighboring states for the ministry and other learned professions into the global institution it is today.

The College educates 2,450 undergraduate students in the tradition of the liberal arts on its 350-acre campus in Middlebury, Vermont. The residential campus community, remarkable facilities, and the diversity of co-curricular activities and support services exist to serve primarily these educational purposes. The natural setting in Vermont's Champlain Valley, with the Green Mountains to the east and the Adirondacks to the west, is also crucial to Middlebury's identity, providing refreshment and inspiration as well as a natural laboratory for research.

Middlebury's reach extends beyond the undergraduate experience. The Middlebury Language Schools are known around the world for the excellence of their immersive approach to language learning. In the summer months, the Language Schools transform the Vermont campus to a multilingual community. The Bread Loaf School of English has granted more master's degrees in English than any other institution in the United States over the last 80 years. The annual Bread Loaf Writers' Conference is the nation's oldest gathering of its kind. The Schools Abroad programs operate in 36 locations in 16 countries around the world. And, the Monterey Institute of International Studies is a global leader in graduate education in translation and interpretation and offers a range of programs in international policy, development, education, management, and security. The Monterey Institute is also home to the James Martin Center for Nonproliferation Studies.

Middlebury's operating budget is approximately \$300 million for fiscal year 2015, with an endowment of just over \$1 billion.

For more information, please see [www.middlebury.edu](http://www.middlebury.edu).