Dear fellow volunteer,

Middlebury is among the best-supported schools by its alumni in the country. Through the efforts of dedicated volunteers like you, last year, 55 percent of all alumni made a gift to the College, an astounding figure in any year, but especially so considering the state of economy.

Since its founding in 1800, Middlebury has relied on its alumni to continue the important work of educating bright young people. This work—our work—is more important than ever. Through the dedication of Middlebury’s volunteer fundraisers, alumni have significantly raised the bar in both dollars and donors. With your help, we can sustain the remarkable level of support for the students and programs at Middlebury today.

Student access remains Middlebury’s top fund-raising priority. Throughout this year’s campaign, you’ll hear much more about financial aid because Middlebury’s unparalleled education is possible only when students from every background are able to participate in it.

Thank you in advance for your participation and your efforts on Middlebury’s behalf.

Sincerely,

Bob Sideli ’77, P’08, ’13
Chair, Annual Fund Executive Committee
Prepare

- **Make your own gift by December 31.**
  This year, we’re striving for 100 percent class agent participation before the end of the tax year. Even if you plan to make a larger commitment after January 1, 2011, please make at least part of your gift by December 31. It’s so much easier to ask your classmates to *join you* in supporting Middlebury.

- **Review your classmates’ giving histories.**
  Have they been consistent givers? What was the greatest gift increase they ever made?

- **Stay informed.**
  The more you know about the College’s priorities and plans, the easier your job will be. Check the class agent Web page at go.middlebury.edu/classagents for frequent updates.

- **Use Agents in Action (AIA).**
  This is your source for information about all of your contacts.

Make the Contact

- **Identify yourself.**
  Make it clear that you are a fellow classmate, working as a volunteer for Middlebury.

- **Find common ground.**
  Find out what your classmates cherish most about their Middlebury experience. Ask them to consider a gift to the Alumni Fund in recognition of those memories.

- **State the goals.**
  Inform them of the class goals and the overall alumni participation goal.

- **Have a gift amount in mind.**
  The College will provide you with your classmates’ five-year giving histories. Based on the information available to you, ask your classmates to sustain their level of giving or to increase their support with a specific dollar amount.

- **Stress participation.**
  Let your classmates know that their gifts truly matter to the College—no matter the size.

- **Ask about a matching gift.**
  Many companies will match their employee’s charitable gifts, doubling or even tripling the size of the donation.

Follow Up

- **The classmates on your list are your assignments for the year.**
  You are the main—perhaps the only—personal contact between these classmates and the College this year.

- **Every gift deserves a personal thank you**—ideally a handwritten note or an e-mail. The College will mail a gift acknowledgment and receipt to each donor, but your personal touch is the most important!

Information about the Giving Societies

- **1800 Society**
  For those alumni with the ability and desire to support Middlebury at a leadership level, there are several different giving levels in the 1800 Society.

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

  For alumni less than 10 years out, the Panther giving levels are as follows:
  - 1–5 years since graduation . . . . . $250
  - 6–9 years since graduation . . . . . $750

- **True Blue Society**
  Honoring the commitment of Middlebury’s most loyal donors, this society is for those who have made gifts consistently for at least the last three fiscal years.

- **Gamaliel Painter’s Cane Society**
  The Cane Society recognizes those individuals who have established life-income gifts or a bequest to benefit Middlebury.
Creating the Global Liberal Arts College
Middlebury combines an intense, personal education with a global perspective and an international network found nowhere else. Taken together, our programs and our alumni enable the College to have a significant impact in the world.

Middlebury is leading the way in defining the role of the liberal arts college in the 21st century. In a world that requires a global perspective—where environmental issues and international relations are dominant concerns—this institution is poised to become the first truly global liberal arts college. To realize this vision, we are seeking to raise $500 million through the Middlebury Initiative in the following key areas:

Ensuring Access and Opportunity
Middlebury’s life-changing education is possible only when students from every background are able to participate in it. We are committed to providing the aid necessary to draw exceptional scholars from every state; from different socioeconomic, racial, and ethnic backgrounds; and from around the world.

Fostering Teaching and Mentoring
Personalized teaching and mentoring relationships between faculty and students are at the heart of a Middlebury education. We need to maintain our low student-faculty ratio (currently 9 to 1) to ensure small classes and meaningful student-faculty collaboration. We also need funds to encourage and honor faculty achievement and for curriculum development.

Enhancing Programs and Resources
The College is committed to enhancing the programs, facilities, and technological resources required to maintain an environment that encourages intellectual risk taking and creative endeavors. Undertaking significant research projects, creative work, or other independent work with the assistance of faculty mentors gives students the opportunity to put into practice what they have learned. Students also have many opportunities to learn critical skills and to turn their creative ideas into action through cocurricular activities.

Unrestricted Support
Unlike gifts to funds restricted to a specific purpose, unrestricted gifts can be used for any of the College’s current priorities. They enable us to respond rapidly to changing circumstances, take advantage of unanticipated opportunities, or provide a buffer when income from investments is less than anticipated.

The Real Cost
A gift to Middlebury is one of the best investments in the future you can make. A Middlebury education introduces students to a world of possibilities and develops leaders and innovators with the creativity, discipline, and cultural awareness to work dynamically in our changing world. This exceptional education is expensive, and few families could afford to pay what it really costs.

Class of 2014 by the Numbers

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Applicants</td>
<td>7,984</td>
</tr>
<tr>
<td>Total Admitted</td>
<td>1,529</td>
</tr>
<tr>
<td>Approximate Class Size</td>
<td>670</td>
</tr>
<tr>
<td>States Represented</td>
<td>42</td>
</tr>
<tr>
<td>Countries Represented</td>
<td>36</td>
</tr>
<tr>
<td>First Generation of Family to Attend College</td>
<td>6%</td>
</tr>
<tr>
<td>Average Financial Aid Grant Award</td>
<td>$32,484</td>
</tr>
<tr>
<td>U.S. Students of Color</td>
<td>19%</td>
</tr>
<tr>
<td>Foreign Nationals</td>
<td>10%</td>
</tr>
</tbody>
</table>

FAQ

- When an alum is married to another Middlebury alum, do both have to make a gift to be counted as donors? Unless they have told us otherwise, the gift is automatically split between both parties.
- What is the Alumni Fund? The Alumni Fund supports every program and department at the College. When donors wish to make gifts that benefit Middlebury’s greatest needs, this is the designation that they choose. The Alumni Fund may also be referred to as the Annual Fund, which is the umbrella term that includes the Alumni Fund and the Parents’ Fund.
- I want to support an academic program/athletic team/financial aid/etc. Will this count toward the alumni participation rate? Yes! All gifts are included in our participation calculations.
- What do I do when I receive updated contact information for a classmate? Fill out the Notes section in Agents in Action or send it to your staff contact at Middlebury.
- What are recurring gifts? A recurring gift is automatically charged to a credit card and may be set up as monthly, quarterly, or annually. Many donors choose to stretch their philanthropy over the course of a few months or a year to make a larger commitment to the College. These can easily be set up online at go.middlebury.edu/give or by calling 888.367.6433.
Currently, the cost of educating a Middlebury student is about 40 percent more than the comprehensive fee. All students, even those paying full tuition, receive a hidden scholarship. This subsidy is generated in two ways: from endowment earnings and from annual giving. The College and its generous donors—alumni, parents, and friends—pay more than one-third of the full cost of a Middlebury education for every student, every year. In 2010-11, that hidden scholarship is approximately $27,220.

Even with that generous subsidy, Middlebury’s comprehensive fee has been growing at a rate that cannot be sustained into the future. Therefore, the College has committed itself to keep future increases in the comprehensive fee within one percentage point above the Consumer Price Index. This means that we will have to find ways to keep rising expenses in check, and the support of donors will be more critical than ever.

Why Participate?

■ In measuring alumni participation, all gifts are equal, whether they are $10 or $10,000. Multiply $100 by the number of people in your class, and you get an impressive total in both participation and dollars. Last year, gifts of $100 and under totaled $274,523!

■ Unrestricted gifts to the Alumni Fund provide a significant portion of Middlebury’s operating budget. Covering costs like financial aid, faculty resources, and classroom materials, gifts to the Alumni Fund are essential to the daily operations of the College.

■ Alumni participation—that is, the percentage of alumni who give to the College each year—is widely viewed as a significant measure of approval of the institution. It is a key factor considered by corporations and foundations when they award grants.

■ For more than 200 years, alumni giving has been a Middlebury tradition. Each generation of alumni has helped the next. Contribute to the Middlebury experience of today’s students, just as others did for you.

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2010/2011 Expenses

- **Instruction**: Academics and related activities
- **Financial Aid**: Assistance making Middlebury accessible to all students, admitted need-blind
- **Student Services**: All aspects of student life, i.e., residential life, health center, athletics, etc.
- **Institutional Support**: Staff and services that support the College

2010/2011 Revenue

- **Endowment**: Fees 55%
- **Undergraduate**: Middlebury-Monterey Language Academy 1%
- **Bread Loaf**: 2%
- **Other**: 2%
- **Schools Abroad**: 3%
- **Auxiliaries**: 3%
- **Language Schools**: 5%
- **Gifts, Campaign, and Reserves**: 8%

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**Instruction**: 29%

**Financial Aid**: 18%

**Student Services**: 11%

**Institutional Support**: 9%

**Maintenance and Operations**: Daily upkeep of facilities, grounds, and utilities

**Debt Service**: Principal and interest payments on outstanding debt

**Equipment Depreciation/Renewal and Replacement Reserve**: Maintenance and renovation projects

**Library and Information Services**: Computer and information networks, books and periodicals, technical support

**Contingency, Initiative, and Planning**: Planning for unforeseen expenses and possible adjustments to endowment

**Auxiliaries**: College Store, retail food operations, Snow Bowl, golf course, etc.
**Agents in Action (AIA)** is an online system designed for Middlebury volunteers to access information about assigned contacts. AIA is updated daily with the most current contact information for your assigned classmates, along with their most recent giving history. If you have questions about AIA, please contact the Annual Giving office at 888.367.6433.

**For Returning Users**
- Visit go.middlebury.edu/aia.
- Enter your user ID and PIN. Your user ID is also your 8-digit Middlebury ID number. Your PIN is the 6-digit password you chose during your initial login.
- If you’ve forgotten your password, click the **Forgot PIN?** button on the log-in page, and you will be asked to answer the security question you set up during your initial log-in.

**For New Users**
- Visit go.middlebury.edu/aia.
- Enter your user ID and PIN. Your user ID is also your 8-digit Middlebury ID number. Your PIN is your birthday in MMDDDYY format.
- If Middlebury does not have your birth date on file, your staff coordinator will send you a temporary PIN.
- The first time you visit the Web site, the system will tell you that your PIN has expired. **You have not made an error!** You are required to choose a new secure password. Please re-enter the password you were given, then choose a new 6-digit password and enter it twice. At the next prompt, please set a security question to use in case you forget your PIN.
- Congratulations! Registration is complete. Click on **Web for Advancement** to access the AIA homepage.

**System Features**
- **New feature this year!** For the first time you will receive an e-mail when one of your assignments makes a gift. This makes it easier to thank people and to keep track of your assignments.
- **View My Current Solicitation Assignments.** Find contact information and check the giving status of your assigned classmates.
- **View All Unassigned Contacts.** Review a list of classmates who have not yet been assigned to another volunteer. If you would like to contact them, click the box next to their name and the **Submit Request** button; your selection will be e-mailed to the administrator for approval.
- **Resources for Volunteers.** Visit this page to find links to useful information on the Middlebury Web site such as progress reports.

**Social Media** Use social media to share Middlebury news with your classmates!

Facebook and Twitter are two new ways that Middlebury shares interesting stories with its alumni and friends. Use your own accounts to spread the word further.

**“Like” and “Share” posts from Midd Alum profile and Middlebury College fanpage.**
- Log into your Facebook account.
- Search for Midd Alum profile at www.facebook.com/midd.alum or the Middlebury College fanpage at www.facebook.com/middleburycollege.
- Click on the **Like** or **Share** link below any post you want to share. This will advertise to your friends on Facebook that you liked the posting, it will be linked directly to your profile’s newsfeed.

**Use Twitter to share Middlebury links.**
- Log into your Twitter account.
- Visit the Midd alum profile at http://twitter.com/middalumni.
- Click on the **Retweet** link below the post.
- Click **Yes** on the confirmation screen that pops up.
Ways to Give

Credit Card Gifts
Donors may use Middlebury’s secure online giving site: go.middlebury.edu/give or call toll-free at 888.FOR.MIDD (367.6433) to make a gift by phone.

Mail
Credit card information or checks payable to Middlebury College may be mailed to:
Gift Administration
5 Court Street
Middlebury College
Middlebury, VT 05753

Recurring Gifts
If a donor wishes to arrange recurrent payments from a credit or debit card on a periodic basis (monthly, quarterly, etc.), please direct your classmate to go.middlebury.edu/give or call the Annual Giving office at 888.FOR.MIDD (367.6433). This is a great way for someone to make a larger commitment to the College, while spreading the payments out over time.

Multiyear Pledges
It is possible to spread a larger gift out over several years with a multiyear pledge. If any donors are interested in this option, please contact the Annual Giving office and we will be happy to follow up with them.

Corporate Matching Gifts
Many employers will match gifts to charitable institutions. Donors should check with their human resources departments to obtain the appropriate paperwork.

Gifts of Securities or Mutual Funds
Making a gift of appreciated securities or mutual funds owned for more than a year may help to avoid the capital gains tax to which the sale of securities is usually subject. 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 the Annual Giving office at 888.FOR.MIDD (367.6433).

Bequests and Life-Income Gifts
There are many ways to make a gift to Middlebury College, and we offer flexibility and options. Donors can tap into the expertise of our Gift Planning office and work with our professionals on personalized plans that meet their financial goals and philanthropic objectives.

Our Gift Planning team offers a variety of charitable giving vehicles that can help supplement income, take advantage of tax incentives, and utilize our professional asset managers. Charitable gift annuities provide fixed payments for life, some of which may be tax free. Charitable trusts can help a donor make a transformational gift to the College yet still provide for loved ones. We work with donors and their advisers to explore potential gifts of unique assets such as closely held stock, real estate, artwork, antiques, life insurance, and interests in a business. We can help the donor select the most tax-efficient assets to give to charity, either outright or through an estate plan, and the best assets to give to loved ones. We can help minimize taxes and plan for the donor’s future and that of Middlebury.

For more information, please contact the Gift Planning office at 866.496.MIDD (6433), by e-mail at giftplanning@middlebury.edu, or visit us on the Web at http://go.middlebury.edu/giftplanning.
### Important Dates

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<tr>
<th>Important Dates</th>
<th>Image</th>
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<tbody>
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<td><strong>September 24–26</strong></td>
<td><a href="#">Image</a></td>
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<td>Alumni Leadership Conference</td>
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<td><strong>October 8–10</strong></td>
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<td>Fall Family Weekend</td>
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<td><strong>October 22–24</strong></td>
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<tr>
<td>End of Tax Year</td>
<td><a href="#">Image</a></td>
<td><a href="#">Image</a></td>
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<td><strong>April 15</strong></td>
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<tr>
<td>Student Research Symposium</td>
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<td><strong>May 22</strong></td>
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<td>Commencement</td>
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<td><strong>June 3–5</strong></td>
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<td>Reunion Weekend 2011</td>
<td><a href="#">Image</a></td>
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<tr>
<td><strong>June 30</strong></td>
<td><a href="#">Image</a></td>
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<tr>
<td>End of Middlebury’s Fiscal Year</td>
<td><a href="#">Image</a></td>
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### Timeline

<table>
<thead>
<tr>
<th>December 31, 2010</th>
<th>January</th>
<th>February 11</th>
<th>February 15–March 31</th>
<th>April</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Agent gift deadline</td>
<td>Choose non-donor classmates to solicit and five donors to thank</td>
<td>Kick-off conference call</td>
<td>Make contacts</td>
<td>Continue to thank your classmates who give</td>
</tr>
</tbody>
</table>