

IMPACT REPORT 2024-2025



Center for Careers
and Internships
at Middlebury

Let's
Explore
What's
Next!

MESSAGE FROM

Our Executive Director



We're proud to share the 2024–2025 Center for Careers and Internships (CCI) Impact Report, highlighting how we help Middlebury students translate their college experience into meaningful postgraduate pathways.

This year we launched a three-year strategic plan focused on:

- **Growing a thriving college-to-career ecosystem** through stronger connections and partnerships.
- **Delivering comprehensive career education** that empowers students to shape their futures.
- **Expanding access to opportunities** through internships, jobs, and experiential learning—bringing the world to Middlebury and Middlebury to the world.

Partnership is central to this work. Looking ahead, we are streamlining internship advising and support with campus partners. With external partners like Career Launch, Career Path Initiative for first-gen students, and the Possible tech exploration program, we will broaden access and strengthen career readiness.

We're also introducing new AI-powered tools such as Big Interview, while expanding opportunities for students to engage one-on-one with alumni experts. Together with our partners, we are enhancing career development, strengthening networks, and preparing students to thrive in a rapidly changing labor market.

None of this would be possible without you—our alumni, parents, faculty, staff, and friends. Your mentorship, hiring, support, and generosity make transformative opportunities possible. Thank you for investing in our students' futures.

With gratitude,

A handwritten signature in black ink that reads "Ursula Olender". The script is fluid and cursive, with a large, stylized 'U' and 'O'.

Ursula Olender

Executive Director, Center for Careers and Internships

*"Together with our partners,
we are preparing students to
thrive in a rapidly changing
labor market."*



2,210

Advising & Quick
Question Sessions



3,031

Program
Attendance



75%

of Students Engaged
This Year



650+

New Midd2Midd
Alumni Volunteers



191

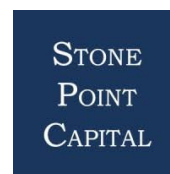
Employer-led
Events



\$1M+

Internship
Funding Awarded

OUR NEWEST EMPLOYER PARTNERS



Point72



TETRA TECH

GROWING *a College-to-Career* **ECOSYSTEM**

Students don't navigate their career journeys alone. At Middlebury, they are surrounded by a community of mentors and partners who help them explore, grow, and take the next step.

ALUMNI CONNECTIONS: STONE POINT CAPITAL

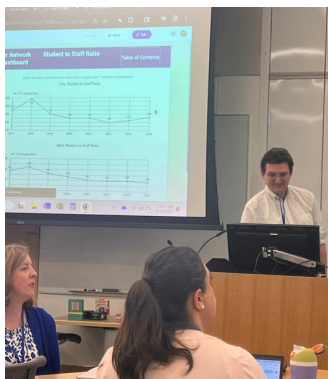
Middlebury's powerful alumni network came alive when CCI was introduced to Chuck Davis '82, CEO of Stone Point Capital. That single connection led to a dynamic on-campus program in which Stone Point professionals shared insights on private equity and investment strategy with students. The event not only expanded students' understanding of the industry but also forged lasting alumni-student relationships—illustrating how the ecosystem leverages alumni expertise to open doors and give students the confidence to pursue competitive opportunities.



Chuck Davis '82

SHARED OPPORTUNITIES: NESAC COLLABORATIONS

In 2025, CCI deepened collaboration with fellow NESAC institutions through more than 60 shared employer-hosted virtual sessions. Students connected with leading organizations—from Bloomberg and Penguin Random House to the U.S. Department of Commerce and Wood Mackenzie—across fields including healthcare, government, technology, consulting, publishing, and sustainability. The results speak for themselves: students secured seven full-time positions and six internships directly from these sessions. This is the ecosystem in action—strategic partnerships expanding networks, multiplying opportunities, and ensuring Middlebury students are both world-ready and work-ready.



Charles Caldwell presenting at the LACN Forum

PEER BENCHMARKING: LIBERAL ARTS CAREER NETWORK (LACN)

Ecosystems thrive when we learn from others. Charles Caldwell, CCI's Systems and Data Coordinator and co-chair of LACN's benchmarking committee, developed a dashboard capturing eight years of data from 44 peer career centers. The tool tracks student engagement, operating budgets, and staffing levels, showing that Middlebury consistently ranks high in student engagement. These insights have sparked collaboration with other top-performing schools, ensuring we continue to deliver exceptional career education while stewarding resources wisely.

STRENGTHENING *Career Education*

CCI embeds career development early and consistently throughout the student experience—helping students build skills, confidence, and professional mindsets that prepare them for life after Middlebury.

COMPASS LAB: WHERE CAREER MEETS CURRICULUM

CCI partnered with faculty to integrate career exploration into First-Year Seminars through the Compass Lab. This weekly curriculum connected classroom learning with reflection, skill-building, and life design activities. In 2024–25, Compass Lab reached 17 First Year Seminar sections, giving first years structured opportunities to identify strengths, explore interests, and practice skills for success. Lessons learned will shape how Middlebury bridges academics with career preparation.



Ursula with UMASS Boston colleagues at the NACE Conference

NATIONAL RECOGNITION FOR INNOVATIVE CURRICULUM

Our Winter Term course “*From College to Career*,” infused with Career Launch lessons, gained national recognition with presentations at both the AAC&U Conference on Learning and Student Success and the National Association of Colleges and Employers (NACE). We were excited to share the results achieved reported by students completing the course in Winter 2025:

COLLEGE-TO-CAREER IMPACT

100%

reported greater confidence in creating relationships with professionals

3.4

career conversations during the course

94%

felt more prepared to secure “hidden” opportunities not posted online

97%

felt confident introducing themselves to professionals they had never met

88%

reported an increased sense of belonging at Middlebury.



“I have learned a great deal about being vulnerable, communicating with others, and preparing my resume and cover letters. My critical thinking skills and communication were best improved.”

College-to-Career participant



FACILITATING

Access to Meaningful Opportunities

We remove barriers by expanding funding and partnerships to ensure all students can pursue experiential learning that aligns with their goals.

Mia

Minneapolis Institute of Art

This year, CCI launched its first internship cohort at the **Minneapolis Institute of Art (Mia)**, a nationally recognized arts institution, known for its large and comprehensive collection of Asian art. Supported by the **Robert & Barbara Youngman Asian Internship and Art Acquisition & Conservation Fund**, the program provided the Middlebury cohort with eight weeks of immersive, paid experience across curatorial, education, DEI, and library services. Students collaborated with seasoned professionals on projects such as provenance research, exhibition design, K-12 arts education, and community-engaged programming. With structured mentorship and professional development, interns built essential competencies—including cultural fluency and project management—while envisioning their place in the museum field, helping to diversify pathways into the arts.

FUNDED INTERNSHIPS BY CAREER COMMUNITY

- 64** Environment & Social Impact
- 64** Science & Healthcare
- 61** Arts, Media, & Communications
- 39** Government, Law, and Policy
- 27** Business
- 15** Education
- 11** Technology & Data Analytics

“Now I know I can thrive in places I didn’t know I would ever be able to reach.”

Mia Cohort Participant

FUNDING FUTURES: INTERNSHIPS WITHOUT FINANCIAL BARRIERS

Through CCI's robust internship funding program, students—regardless of financial circumstance—are able to pursue high-impact, career-advancing opportunities. In 2024, we awarded **more than \$1,000,000 in internship funding**, enabling hundreds of Middlebury students to participate in unpaid or underpaid summer and winter term internships across the globe. From grassroots nonprofits to cutting-edge research labs, these experiences helped students build skills, explore career paths, and expand professional networks—without the weight of financial strain.

"I was exposed to so many incredible opportunities and people, and I was inspired to pursue what I truly care about."

Trek participant

281

funded
internships

42

funded global
internships

59

CCI-select
and cohort
internships

44

MiddWorks
for VT

PATHWAYS TO GLOBAL AFFAIRS AND CONFLICT TRANSFORMATION: DC TREK

This year's **Global Affairs and Conflict Transformation Trek to Washington, DC**, led by Tim Mosehauer, removed geographic barriers by connecting Rohatyn Global Scholars and Fellows with Middlebury alumni shaping policy, media, and public service in Washington, D.C. Students visited organizations such as the Brookings Institution, Department of State, and NPR, immersing themselves in the work of think tanks, government agencies, and advocacy groups. At each stop, alumni shared personal stories and networking opportunities, expanding students' professional circles and helping them envision future paths in the nation's capital and beyond.



THE POWER OF THE *Middlebury Network*

MENTORING THE MIDD WAY

Alumni are helping students find their paths.

When JD Ballard '15 was a student at Middlebury, he landed his first job through an alum. So did Meegan Moszynski '01. Today, both are giving back as MiddMentors, part of Midd2Midd, the College's 11,000-member networking and mentoring platform.

Through MiddMentors, alumni are paired with students to provide career advice, connections, and encouragement. This fall, CCI created 105 new matches, continuing to grow the program's impact.



JD Ballard '15

Executive director, Nomura

Ballard has mentored Tenzin Dhonden '25, a computer science and English major, since sophomore year. He guided him through applications, offered introductions at Nomura, and helped him secure a competitive internship that led to a full-time offer. "It's very hard to get into finance without connections," Ballard said. "I was glad to help him make those."

Meegan Moszynski '01

Nonprofit consultant; managing director, U.S. Collegiate Ski & Snowboard Association

Moszynski has guided multiple mentees in translating their academic skills into professional strengths. She recently helped one student secure a nonprofit role by encouraging him to propose how his data skills could benefit the organization. "These students really look up to alumni and follow through on advice," she said. "Mentoring is rewarding for both sides."



MIDD2MIDD BY THE NUMBERS

11,906

registered users
(8,500+ alumni, 1,852
students, and 359
parent volunteers)

6,500+

alumni have
completed profiles
and are active
volunteers

35%

email exchange
rate (one of the
highest among
peer institutions)

MIDDMENTORS

104

new mentorship
pairs formed in
2024-25

650+

students
participated in
nine-month
mentorships
with 850+ alumni

STORIES

From the Field

CCI FACILITATES CAREER SUPPORT SERIES FOR MIDDLEBURY ALUMNI

With growing uncertainty and diminished job security in fields such as government, international development, and technology—impacted by both geopolitical events and the rapid implementation of AI—many Middlebury alumni are facing career disruptions or feeling that their jobs are at risk.

In response, CCI launched an alumni career support initiative in May to help address these challenges and provide resources to alumni of the College, Institute, and Schools. Highlights include:

- **Midd Helping Midd Job Board:** An alumni job sharing board hosted on the Midd2Midd platform. Alumni are invited to share paid jobs and openings sourced from their organizations and networks.
- **Middlebury and Williams Alumni Happy Hour** in Washington, DC, drawing more than 60 participants for networking.
- **“Your Next Giant Reset: A Career Comeback Guide”** webinar with Leilani Brown '93, attended by 271 alumni.
- **“Introducing Yourself: A Masterclass in Talking About YOU”** webinar with Jean Card '94 and Leilani Brown '93, drawing 185 attendees.
- **“Networking That Actually Works—Even When the Future Feels Uncertain”** webinar with David Han, engaging 132 participants.

Together, we continue to build a supportive network that empowers each other's professional journeys. CCI is grateful for the collaboration and support of *Middlebury in DC*, the *Alumni Office*, *David Han of the Williams DC Regional Association*, and the *Middlebury Alumni Association*.



“What unfolded was so much more than a webinar. It was a moment of real connection, encouragement, and shared wisdom.”

Leilani Brown '93

EXPANDING *Global Perspectives*

This summer, **Drew McStay '27**, with 13 Middlebury students, participated in the **diiVe consulting program** in Cape Town, South Africa, working with Reach Digital Health, a global nonprofit delivering digital health solutions in underserved communities. As part of an international team, Drew helped design a strategic plan to strengthen collaboration and culture within Reach's fully remote workforce—creating systems to foster conversation, reinforce values, and support teamwork across time zones.

"Culture is often invisible but incredibly powerful," Drew reflected. "It shapes how people show up, how they relate to one another, and how resilient a company can be when things get tough."

Through the experience, Drew gained skills in organizational strategy, cross-cultural communication, and conflict transformation—tools that will serve him in tackling complex, real-world challenges.

Middlebury's diiVe cohort is supported by the Kathryn Wasserman Davis Collaborative in Conflict Transformation.

"Culture is often invisible but incredibly powerful, it shapes how people show up, how they relate to one another, and how resilient a company can be when things get tough."

Drew McStay '27

diiVe
define your future





GUIDED BY EXPERIENCE: ALUMNI MENTORSHIP IN ACTION

This summer, **Katie Bruno '26**, an Environmental Studies–Biology major with a Psychology minor, worked as a Seasonal Research Assistant at the Connecticut Agricultural Experiment Station. Supporting research with **Dr. Andrew Whittinghill '06**, she explored the connections between urban farming and ecological systems, focusing on nutrient leaching and sustainable practices.

At the station's annual Plant Science Day, Katie engaged with more than a thousand visitors, sharing research with urban growers and home gardeners. "I was most surprised about how receptive the public is to research like this," she reflected. "It was exciting to see how invested people are in agriculture."

The experience strengthened Katie's confidence in both lab and fieldwork, sharpened her problem-solving skills, and affirmed her passion for applying science to community impact.

"I loved talking with urban growers and home gardeners about applying Dr. Whittinghill's research to their own work."

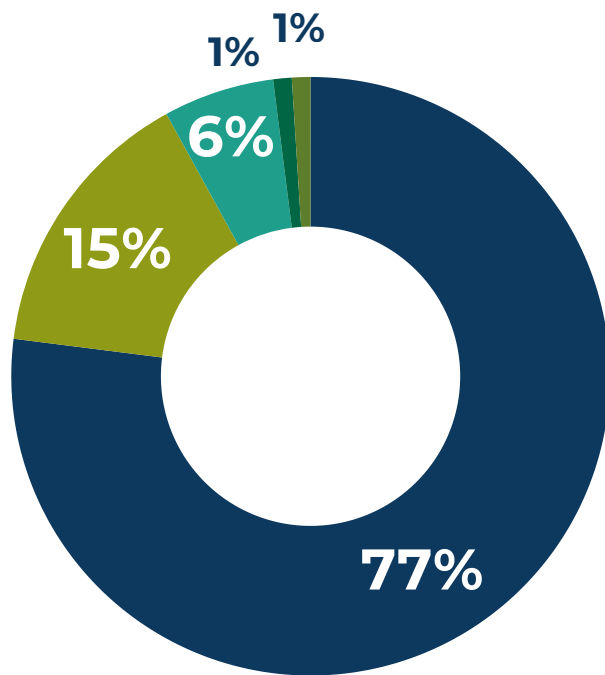
Katie Bruno '26



THE CLASS OF 2024: FIRST DESTINATIONS FOR MIDDLEBURY GRADS

94%

of students in the classes of 2023.5 and 2024 were employed, continuing their education, and/or doing other meaningful work (volunteering, traveling, preparing graduate school applications, etc.)



77% employed full time

15% pursuing postgraduate education

6% conducting job search

1% on fellowships

1% volunteering/other

TOP CAREER FIELDS*

- 18%** financial services
- 15%** science and health care
- 14%** education, social impact, and international development
- 10%** technology
- 9%** arts, media, and communications
- 8%** consulting
- 8%** government, law, and policy
- 7%** environment, energy, and agriculture

OUR TOP EMPLOYER PARTNERS



Goldman Sachs



Middlebury



Penn

Morgan Stanley



**please note percentages do not reflect industry overlap (e.g. environmental law, social impact investing, etc.)*

CCI Staff



TOP ROW:

Alicia Gomez, Associate Director, Career Advising

Tracy Himmel Isham, Senior Associate Director, Career Education and Experiential Learning

Heather Durante, Operations and Events Coordinator

Karen White, Senior Internship Coordinator

Nicole Veilleux, Assistant Director of Communications and Outreach

Lindsey Baldwin, Assistant Director, Alumni-Student Mentoring and Engagement

Matt Kuchar, Senior Associate Director, Employer and Alumni Engagement

BOTTOM ROW:

Tim Mosehauer, Senior Associate Director, Advising & Career Communities

Dee Gilbert, Associate Director, Employer Development

Ursula Olender, Executive Director

Charles Caldwell, Systems and Data Administrator



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www.middlebury.edu/careers-internships



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Read the
Strategic Plan
Online