



# Middlebury

An invitation to apply for the position of

**Executive Vice President and Provost**  
**Middlebury College**  
Middlebury, Vermont

## THE SEARCH

Middlebury College, one of the nation's top liberal arts institutions, invites nominations and applications for the position of executive vice president and provost ("provost"). The provost is the chief academic officer of Middlebury's full array of academic programs, domestic and international, including Middlebury College, Middlebury Language Schools, Bread Loaf School of English, C.V. Starr Schools Abroad, School of the Environment, and will oversee the wind-down of the Middlebury Institute of International Studies. Though rooted in Vermont, Middlebury's borders extend far beyond, united by a mission to create thoughtful, ethical, and globally informed leaders, educated in the liberal arts, and prepared to address the world's most challenging problems.

The provost joins at an exciting moment for Middlebury, on the heels of [Dr. Ian B. Baucom's](#) arrival to the College as its 18<sup>th</sup> president, accompanied by the commencement of a [new strategic planning process](#), and [record fundraising](#). As executive vice president and provost, this leader will be an indispensable partner to the president in executing a refreshed strategic direction for Middlebury, serving as a key financial steward of Middlebury's significant resources, and bringing organizational clarity to academic affairs in this evolution of the institution.

Middlebury is comprised of a dedicated community of approximately 2,600 undergraduates, 300 full-time faculty in the undergraduate college, and 1,300 staff and part-time faculty across all of its programs, including those who work in the shorter summer programs and the Schools Abroad. Middlebury additionally educates over 2,000 students across its summer programs in languages, at Bread Loaf School of English, and through 2027, its graduate programs at the Middlebury Institute of International Studies. More information on Middlebury's schools and programs is available in the appendix following this document, including information about the conclusion of operations at the Middlebury Institute of International Studies.

Middlebury seeks an outstanding leader, scholar, and administrator who is collaborative, consensus-building, and excited to take part in shaping the College's future with the implementation of the new strategic plan. The provost will inspire a dynamic, dedicated, and talented team of colleagues to propel Middlebury forward, championing student and faculty success, protecting academic freedom and constructive dialogues across differences while promoting the College as an engine for societal good.

Middlebury has retained Isaacson, Miller, a national executive search firm, to assist the search committee with this recruitment. Inquiries, nominations, and applications, which will remain confidential, should be directed to the search firm as indicated on page 5.

## **THE ROLE**

The executive vice president and provost, as chief academic officer of Middlebury, serves as the right hand to the president of the institution, and is responsible for the academic program and mission of the College. A lead member of the cabinet, the provost will play a critical role in advancing the strategic direction of the College as well as in resource allocation and staffing. The provost will be a steadfast spokesperson for the liberal arts and sciences, an advocate on behalf of faculty teaching and research, and a leader who takes seriously the academic quality and integrity of the institution.

The provost oversees a broad and diverse portfolio that spans the full range of the academic experience across Middlebury. Direct reports to the provost include the vice president for academic affairs of the College; vice president for academic affairs and dean of the Institute; vice president for academic affairs of the Schools and dean of international programs; dean of the faculty of the College; and the dean of Language Schools. Among staff leadership, direct reports include the associate provost; associate provost for digital learning; dean of the libraries; director of grants and sponsored programs; and director of the Center for Nonproliferation Studies.

## **KEY OPPORTUNITIES AND CHALLENGES FOR THE EXECUTIVE VICE PRESIDENT AND PROVOST**

Building upon Middlebury's strong academic foundation, the provost will address the following opportunities and challenges to further strengthen the institution, positioning Middlebury for success and resilience for decades to come:

### ***Lead a new strategic direction for Middlebury***

In late 2025, President Baucom announced the launch of a new strategic planning process, aiming to refresh and rearticulate Middlebury's mission, purpose, and aspirations. With review and approval of the plan by the Board of Trustees set for May 2026, the provost will arrive in the early months of the plan's execution, taking a lead role in the implementation of the plan, setting measures of accountability, mobilizing support throughout the campus, and using a data-informed approach in its ongoing evaluation.

### ***Bring organizational clarity to Middlebury's academic affairs***

Middlebury's academic infrastructure expands beyond the core jewel of the undergraduate College and includes the literary force of the Bread Loaf School of English and the Bread Loaf Writers' Conferences, and the linguistic and cultural powerhouses of the Language Schools and the global Schools Abroad. Middlebury's complexity is reflected in its academic affairs structure, in which the provost is currently supported by three

vice presidents for academic affairs and a dean of the faculty. With operations at the Middlebury Institute of International Studies targeting discontinuation by summer 2027, the change to Middlebury's academic portfolio brings an opportunity for the provost to rethink and restructure academic affairs at the institution, bringing clarity around roles, processes, and procedures, and streamlining communication within the provost's office with the aim of organizational transparency.

### ***Help ensure the institution's financial health***

With an estimated endowment of \$1.8 billion and an annual budget of over \$300 million, Middlebury is among the wealthiest private liberal arts colleges in the country. That said, over the past decade, like many peer institutions, Middlebury has faced challenges with its operating budget, and the provost will join at an important moment in the institution's financial trajectory as it remains on target to settle a structural deficit in the next two-to-three years.

With responsibility for much of the institution's revenues and expenses, the provost will bring strong management, planning, and financial skills to set priorities that are aligned with the new strategic plan and that balance both near- and long-term goals in academic affairs and at the institution as a whole. Partnering with the executive vice president for finance and administration, the provost must do this while balancing the needs and input of faculty, serving as a core advocate at the senior leadership level.

### ***Ensure that Academic Affairs effectively supports faculty teaching and research and student learning***

Middlebury faculty are at the core of the institution's mission and success, and the provost must be a champion for high-quality teaching and top scholarship with appreciation for the context of a liberal arts institution. Fluent in data-informed decision-making and evaluation, the provost will help to identify and address academic priorities related to the curriculum, faculty recruitment and retention, faculty service, new academic programming, and general strategic alignment with institutional goals. In particular, the provost will be attuned to evolving needs in student learning to inform classroom teaching amid a steep generational transition.

Additionally, Middlebury has a rich tradition of shared governance, yet at times, the realities of administration and governance may impose a burden of time and energy. The provost will collaborate with faculty to examine the complexity of these systems and processes, ensuring that governance is structured, reasonably efficient, and meaningful, and that committees feel empowered to make decisions or recommendations that will be heard and acted upon by the institution.

### **THE SUCCESSFUL CANDIDATE**

While no person will possess all the qualifications enumerated below, the ideal candidate will have many of the following professional experiences and personal characteristics:

- An earned doctorate or equivalent terminal degree and a record of distinguished scholarship and undergraduate teaching, requisite for an appointment as a tenured full professor;
- An understanding and commitment to the liberal arts; natural curiosity and appreciation for a wide range of academic disciplines;
- Substantial and successful experience in the development, leadership, and management of academic programs, committees, and/or departments;
- A strong commitment to shared governance and faculty voice;
- A track record of cultivating high-performing teams, mentoring faculty and staff, and supporting professional development;
- Strong management, planning, and financial skills, including setting financial and programmatic priorities that balance near- and long-term objectives;
- Demonstrated ability to leverage data and analytics to strengthen accreditation, assessment, and evidence-based decision-making in academic affairs and across the institution, fostering a culture in which data informs planning, resource allocation, and continuous improvement;
- Exceptional academic judgment and high standards, including a history of recruiting, developing, and retaining outstanding faculty;
- A demonstrated commitment to equity and inclusive excellence, with the ability to infuse these values across all areas of academic leadership;
- Curiosity, open-mindedness, and the capability to serve as an intellectual leader for the entire campus community;
- Ability to lead through change with courage and strategic clarity, especially in response to national pressures on higher education and/or liberal arts colleges;
- Sophisticated interpersonal skills and diplomacy combined with a commitment to broad consultation and transparency.

## TO APPLY

Middlebury has retained the national executive search firm Isaacson, Miller to assist in this search. All inquiries, nominations, referrals, and applications should be sent electronically and in confidence to:

Kate Barry, Managing Partner  
Diana Carmona, Senior Associate  
Kaitlin Cruz, Managing Search Coordinator  
Isaacson, Miller

<https://www.imsearch.com/open-searches/middlebury-college/provost>

*Middlebury College does not discriminate on the basis of race, sex, color, religion, age, national origin, marital status, disability, veteran status, genetic information, sexual orientation, gender identity, or any other reason prohibited by law in provision of employment opportunities and benefits.*

*This document has been prepared based on the information provided by Middlebury College. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by the College would supersede any conflicting information in this document.*

## **APPENDIX: ABOUT MIDDLEBURY**

### **MIDDLEBURY'S ACADEMIC PROGRAMS**

#### **MIDDLEBURY COLLEGE**

Middlebury College is a highly selective, undergraduate residential college, and one of the nation's top institutions for the liberal arts, offering its students a broad, deep, and flexible curriculum that looks to inspire its undergraduates to grapple with challenging questions about themselves and the world and foster the inquiry, equity, and agency necessary for them to practice ethical citizenship far beyond their time at Middlebury. Through their academic careers, Middlebury students develop a breadth of experience across many fields and disciplines, as well as in-depth study in one area defined by the major. The College offers [46 majors](#) and maintains a student/faculty ratio of 9:1. Over the past several years, the most popular majors have included economics, computer science, international and global studies, neuroscience, and English.

The Middlebury curriculum operates on a 4-1-4 academic calendar, which allows students to enroll in four courses in the fall term, four courses in the spring term, and a single course, internship, or independent study during the winter term.

Over the past few years, the College has gained significant grant and foundation support for research and substantially increased funding for powerful pedagogical practices like problem-based learning, [public humanities](#) at the [Axinn Center for the Humanities](#), and inclusive pedagogy in the STEM fields. This includes [midd.data](#), an interdisciplinary initiative designed to prepare all students, regardless of major or discipline, to rigorously and critically evaluate data and data-driven arguments from a variety of perspectives. [Entrepreneurship](#) programs have also been strengthened with the 2023 endowment of the Elizabeth Hackett Robinson '84 [Innovation Hub](#). In 2022, Middlebury received a \$25 million grant to support its [Conflict Transformation](#) initiative.

#### **Faculty and Staff**

Middlebury College's 365 world-class faculty are renowned for their excellence in and dedication to outstanding teaching and scholarship. Nearly three-quarters of faculty at the College serve in tenured or tenure-track positions, and a smaller group of faculty serve in short-term visiting capacities, infusing the curriculum with cutting-edge developments. About half are women, and around 18 percent of faculty are from racial groups traditionally underrepresented in academia. Ninety-three percent of faculty possess a terminal degree. Middlebury's faculty are drawn to the College specifically for the opportunity it offers them to balance a high level of scholarship with an outstanding commitment to student learning in the context of a residential college. Faculty build close connections with students in Middlebury's intimate classrooms and engage with and support students outside the classroom at arts performances, athletic matches, and over meals in dining halls and in faculty homes.

The Middlebury community is additionally supported and served by over 1,000 committed and talented staff members, including senior administrators, managers, and those on the front line of providing student support and supporting the full range of campus operations. Staff play a central role in creating and sustaining a strong College community. Many staff are generationally loyal to Middlebury and hold long tenures with the College. The College has recently provided significant financial support for the expansion of a local childcare center and the construction of affordable and market-rate housing in the town of Middlebury to help address the housing shortage and rising cost of living that has led many employees to live outside the town.

### **Students**

Middlebury's nearly 2,600 undergraduate students are active and engaged on campus, in Vermont, and around the globe, forming a strong, diverse, and supportive community for living and learning. The residential undergraduate experience promotes the educational and personal development, as well as personal responsibility, of all students. Middlebury requires all active, full-time students to live on campus, with limited exceptions, encouraging students to participate fully in all aspects of the residential college environment.

Students regularly participate in internships, community engagement, the arts, social activities, community service, varsity athletics, and club and intramural sports, choosing from over 200 student organizations with which to engage. Students enjoy many traditions, including Winter Carnival, the oldest student-run carnival in the nation. Central to that weekend are the NCAA ski events for alpine and Nordic skiers, and other festivities such as a bonfire, an ice show, and the Winter Carnival Ball.

After Middlebury, students enjoy strong postgraduate outcomes. Six months after graduation, 89 percent of students are employed or pursuing postgraduate education. Middlebury students and graduates maintain a 95 percent acceptance rate into medical school and a 93 percent acceptance rate into law school.

As of fall 2026, the College has nearly 2,600 undergraduates enrolled. Within the matriculated Class of 2029, 30 percent of students identify as people of color, 12 percent are first-generation, and 13 percent are international. Middlebury students hail from high schools far beyond New England, with 49 states, two territories and 73 countries represented in the Class of 2029.

Middlebury remains committed to access and is one of a handful of institutions to be need-blind for domestically admitted and enrolled students and meet 100 percent of demonstrated need for all admitted and enrolled students. For the 2025–26 school year, approximately 45 percent of undergraduate students are receiving some form of financial assistance, primarily in need-based grants, federal and state grant programs, work-study, and loans. Around 16 percent of students are recipients of a federal Pell Grant. In the 2024–2025 application cycle, Middlebury received over 11,000 applications and saw a yield rate of approximately 38 percent.

## MIDDLEBURY INSTITUTE OF INTERNATIONAL STUDIES AT MONTEREY

[The Institute](#) was founded in 1955 as the Monterey Institute of Foreign Studies from a vision for a graduate school that would promote international understanding through the study of language and culture. Today named the Middlebury Institute of International Studies at Monterey (MIIS or the Institute), the Institute officially became part of Middlebury in 2010 with the aim of educating professionals to advance understanding, promote peace, and drive change in pursuit of a more just world.

In August 2025, Middlebury announced that it will [conclude residential graduate programs](#) at Monterey and two online degree programs through the Institute, completing those programs and operations based in Monterey by 2028. This difficult decision followed years of financial challenges driven by declining enrollment that mirrored national trends in graduate and international student enrollments following the pandemic. The institution is committed to supporting students through their degree completion by June 2027, accompanied by a full array of on-campus services. The incoming provost will support these students and faculty through the conclusion of these programs and the transition of employees.

Middlebury will maintain the [James Martin Center for Nonproliferation Studies](#) with offices in Monterey, California, Washington, D.C., and [Vienna](#), Austria.

The Institute traditionally has served over 400 students annually from 53 countries who speak over 45 native languages, many of whom are current or future international government workers and representatives working toward the security of an increasingly interconnected world.

## THE LANGUAGE SCHOOLS

The [Language Schools](#), founded in 1915 and now 12 in number, bring the world to Middlebury, Vermont, as well as five of the C.V. Starr Schools Abroad sites, where students immerse themselves in world languages and cultures through innovative, immersive instruction enforced by Middlebury's signature Language Pledge: a promise to speak only the language they are studying for the duration of the program. In summer, courses are offered from beginning to graduate level in Arabic, Chinese, French, German, Hebrew, Italian, Japanese, Korean, Russian, and Spanish. The Language Schools also offer study in Abenaki, and Portuguese at the undergraduate level only. The Language Schools are the only institution that grants [Doctor of Modern Languages](#) (DML) degrees, through a program established in 1927 that prepares teacher-scholars in two modern foreign languages as an alternative to the PhD. Language School students come from all 50 states and more than 75 foreign countries. This past summer, the Language Schools enrolled over 1,380 students.

## C.V. STARR SCHOOLS ABROAD

For over 50 years, the [Middlebury C.V. Starr Schools Abroad](#) have been helping students build foreign language fluency and intercultural competency. The Middlebury Schools Abroad offer overseas academic programs for undergraduates from Middlebury and other U.S. institutions, as well as graduate-level programs for students from the Middlebury Language Schools. Middlebury operates 16 schools worldwide across 32

sites. Each school is staffed by Middlebury personnel. Larger programs have Middlebury-operated facilities for classroom teaching by locally hired faculty. Students may take advantage of those courses alongside direct enrollment courses at local universities. Students enrolled in the Middlebury Schools Abroad take courses in the language of their host country. As in the Language Schools, all students enrolled in the Middlebury Schools Abroad, except for the United Kingdom, sign the Language Pledge.

## **BREAD LOAF SCHOOL OF ENGLISH AND MIDDLEBURY BREAD LOAF WRITERS' CONFERENCE**

The [Bread Loaf School of English](#), an intensive master's and continuing education program for teachers and other professionals, was founded in 1920. Bread Loaf offers summer master's and nondegree programs in English. Its main campus is located at the edge of the Green Mountain National Forest in Ripton, Vermont, about 10 miles east of Middlebury. The program in Vermont enrolls about 180 students in both degree-seeking and continued-education programming. Bread Loaf hosts a second program in Oxford, England, based at Lincoln College at the University of Oxford, which enrolls around 75 students, and whose program includes lectures by renowned Oxford faculty as well as access to Bodleian Library, the finest research library in the world. Bread Loaf's primary students are teachers.

The Bread Loaf campus also hosts the [Middlebury Bread Loaf Writers' Conference](#), one of the oldest and most prestigious writer's conferences in the country. At its inception in 1926 it was closely associated with Robert Frost, who attended 27 sessions. Other authors, faculty, and fellows associated with the conference have included Toni Morrison, Julia Alvarez, John Gardner, and George R.R. Martin. The campus is also home to the younger [Bread Loaf Translators' Conference](#) and [Bread Loaf Environmental Writers' Conference](#).

## **SCHOOL OF THE ENVIRONMENT**

The [Middlebury School of the Environment](#) is Middlebury's newest and smallest school. Enrolling around 25 nondegree undergraduate students each summer from across the nation, the School of the Environment provides a six-week place-based study in sustainability and leadership. The school began on the Vermont campus, operated in China for several summers, and is now housed on the Monterey campus. Its Monterey setting allows students to explore the dichotomy of an ethic of environmental progressivism alongside a farming-heavy economy and environmental impacts such as drought, waste, and wildfires.

## **FINANCES AT MIDDLEBURY**

As of June 30, 2025, Middlebury's endowment is estimated at \$1.8 billion, and over the past 10 years, the endowment has averaged an 8.9 percent return annually. Middlebury's endowment is significantly larger than the majority of college and university endowments; however, nine peer institutions have endowments that substantially exceed Middlebury's. Middlebury places in the middle of 21 comparison group schools in endowment per student. Increasing the endowment continues to be a major focus of institutional fundraising.

In 2016, Middlebury was facing a structural deficit nearing \$40 million that impacted its endowment growth.

Through actions taken by recent Middlebury administrations, including the discontinuation of operations at the Middlebury Institute at Monterey, the deficit has been largely addressed, and Middlebury is projected to enjoy a surplus in revenue before the end of the decade.

The institution currently operates with an approximate yearly budget of \$330M. Net tuition revenue remains the greatest source of operating income, at approximately three-fifths of total revenue. Middlebury's tuition has a discount rate of 31 percent, and the institution continues to hold an AA long-term credit rating, as affirmed by Standard & Poor's Global Ratings.

In fall 2023, Middlebury publicly launched the \$600 million [For Every Future: The Campaign for Middlebury](#), the most ambitious fundraising effort in its history, and has exceeded the campaign's goals two years ahead of schedule.

## HISTORY AND CAMPUS

Located in central Vermont and nestled between the Adirondacks to the west and the Green Mountains to the east, Middlebury College is a campus of profound natural beauty. Across Vermont's Champlain Valley, the College owns about 6,000 acres, much of which consists of forests and farmlands conserved in perpetuity. The main undergraduate campus in Middlebury spans 350 acres, which includes extensive athletic and recreation space such as the campus golf course on its periphery. Twelve miles east of the main undergraduate campus is the College's ski area, known as the [Snowbowl](#), just beyond the Bread Loaf campus, which is located in 30,000 acres of forested land in Ripton, Vermont. New capital projects on campus include a recently completed brand-new first-year residential dorm located in the center of campus, as well as a new art museum, which will help integrate art into the entire liberal arts and sciences curriculum in "the largest classroom on campus."

Middlebury was founded as a college in 1800 by townspeople seeking to build a local institution in the small New England town of Middlebury, Vermont. It continues to honor its roots as "the town's college" and its long-standing commitment to supporting the town of Middlebury, including through community and infrastructure projects. Recently, the institution purchased land in the town of Middlebury and has partnered with private and government entities in a significant investment in the local housing market to construct affordable and market-rate housing to mitigate a housing shortage in the state of Vermont and create additional housing opportunities for Middlebury's faculty and staff. In 2023, Middlebury also authorized a \$5 million unrestricted gift toward the construction of a larger childcare center that opened its doors in December 2025, and is accessible to Middlebury staff, faculty, and community members, and will help to address the dearth of childcare in the region. Middlebury also provides significant financial support to the town, which has included multimillion-dollar contributions to the construction of a town bridge, new town offices, and a recreation center.