



Middlebury

Vice President for Equity and Inclusion

Middlebury College seeks a globally aware, emotionally intelligent, and highly collaborative expert in equity, inclusion, and community building to serve as its next Vice President for Equity and Inclusion (VP). The VP will serve as a key member of President Laurie Patton’s leadership team, lead the talented staff of the Office of Institutional Diversity, Equity, and Inclusion (OIDEI), and staff the Board of Trustees’ standing subcommittee on equity and inclusion. The VP will also serve as a resource for Middlebury’s signature summer language programs in Vermont, the Middlebury Institute for International Studies in Monterey, and other Middlebury programs around the world.

Middlebury is already engaged in the process of identifying and dismantling systemic inequities across all parts of the institution. With the support of the OIDEI team, the VP will provide subject matter expertise and thoughtful counsel in this important and ongoing work. The VP will be committed to Middlebury’s liberal arts mission and seek to promote equity and inclusion in all aspects of community life – from educational, to residential to professional – for all of Middlebury’s faculty, staff, and students.

ABOUT THE COLLEGE

Middlebury acknowledges that the College sits on land which has served as a site of meeting and exchange among indigenous peoples since time immemorial. The Western Abenaki are the traditional caretakers of these Vermont lands and waters, which they call Ndakinna, or “homeland.” We remember their connection to this region and the hardships they continue to endure. We give thanks for the opportunity to share in the bounty of this place and to protect it.

The state of Vermont has historic ties to justice and equality being the first in the nation to abolish slavery in its constitution. Founded in 1800, Middlebury College is located in the village of Middlebury between Vermont’s Green Mountains to the east and New York’s Adirondacks to the west. Today, Middlebury offers a wide array of students a rigorous and innovative liberal arts and sciences experience that connects their academic work with the challenges of our changing world. Middlebury’s campuses and programs around the globe include:

- The undergraduate College, the heart of the enterprise, enrolls about 2,500 students each year. Incoming students in 2020 represented 49 states and 57 countries. The fall of 2021 enrollment saw 53.5 percent women, 46.5 percent men, and 37 percent U.S. domestic students of color.
- The [Middlebury Language Schools](#), which in 2015 celebrated the centennial of their founding, attract 1,500 students a year from around the world who want to experience the best in

language education. The Language Schools run during the summer months on Middlebury's Vermont campus and on the campus of Bennington College in southern Vermont.

- The [Schools Abroad](#) programs, operating in 37 cities in 17 countries, provide hundreds of students from Middlebury College and other colleges and universities around the country with an academic experience prized for its excellence, rigor, and emphasis on language acquisition.
- The [Middlebury Institute of International Studies](#) is a graduate school in Monterey, California, where students acquire exceptional professional skills in a range of diverse fields, including translation, interpretation, nonproliferation and terrorism studies, development practice and policy, international education management, and environmental policy.
- The [Middlebury Bread Loaf School of English](#), located on the idyllic Bread Loaf campus in the Green Mountains above Middlebury – and with campuses in Santa Fe, New Mexico, and Oxford, England – is a one-of-a-kind learning environment for teachers and other lovers of literature.
- The [Middlebury School of the Environment](#), a program for undergraduates that builds upon Middlebury's long history of environmental leadership and its commitment to sustainability, was founded in 2013.

These programs and locations are united by preparing students to address the world's most challenging problems and doing so by engaging them in the life of the mind, heart, body, and soul.

FINANCES AND RESOURCES

Middlebury's operating budget is approximately \$350 million for fiscal year 2022, with an endowment of just over \$1.3 billion. For more information, please see the College's [audited financial statements](#).

INCLUSION AND EQUITY

Middlebury is deeply committed to creating a diverse, welcoming community with full and equitable participation for all individuals and groups. No single person or office is responsible for accomplishing this mission—it is a goal that requires ongoing, collective action. The Office of Institutional Diversity, Equity, and Inclusion (OIDEI) serves as an important hub for these efforts by providing education, support services, advocacy, and accountability.

In September 2020, OIDEI released an [Action Plan for Anti-Racism, Diversity, Equity, and Inclusion](#) with the goal of identifying and implementing strategies that will engage the entire campus community in the work of fostering greater access, equity, inclusion, and full participation for Middlebury students, staff, and faculty. The introduction notes that "Diversity plans often present lofty goals but lack specificity and strategy and therefore lead to 'diversity clutter' with a host of disconnected initiatives." In order to avoid that misstep, Middlebury's action plan lists strategic goals and accountable parties within five focus areas: Faculty and Staff, Students, Fostering and Restoring Community, Accessibility, and Transparency and Response. Each goal is related to a structural barrier identified in previous conversations and reports.

Beyond the formal office of the OIDEI, Middlebury student leaders have been actively engaged in [anti-racism initiatives](#). Faculty and staff are addressing systemic racism in the curriculum and the academic program through initiatives such as the [Inclusive Practitioner's Program](#). Open forums and divisional programming such as the athletics department's series [Leaning into Discomfort](#) allow students, staff, and faculty to productively share points of view on a range of difficult topics. Middlebury recognizes that, in the words of the Action Plan, "The work of promoting racial justice, eliminating oppression, and creating a more equitable and inclusive community falls on all of us."

Middlebury College is committed to moving forward progressively, but also with a deeply transparent and honest understanding of its complicated past. Named after the first African-American Middlebury graduate, Alexander Twilight, the [Twilight Project](#) is a groundbreaking three-year exploration of the institution's history of marginalization and exclusion. Faculty and student fellows are compiling research projects called "chapters" detailing both overt and nuanced oppression across Middlebury's history.

THE ROLE OF THE VICE PRESIDENT FOR EQUITY AND INCLUSION

Reporting directly to [President Laurie Patton](#), the Vice President for Equity and Inclusion works closely with key colleagues to promote equity and inclusion in every aspect of College life. The VP serves as a collaborative and collegial member of the president's senior leadership team, which includes:

- Executive Vice President for Finance and Administration
- Executive Vice President and Provost
- Vice President for Academic Affairs & Dean of Faculty
- Vice President for Advancement
- Vice President for Communications & Chief Marketing Officer
- Vice President for Human Resources & Chief Risk Officer
- Vice President for Student Affairs
- General Counsel & Chief of Staff
- Vice President for Academic Affairs and Dean of Monterey Institute
- Dean of International Programs
- Vice President for Academic Affairs and Dean of Language Schools

The VPEI leads the Office of Institutional Diversity, Equity, and Inclusion (OIDEI), which houses 15 talented staff members working in the areas of [education for equity and inclusion](#), [civil rights and Title IX](#), human relations, [intercultural programs](#), [disability resources](#), and [spiritual and religious life](#). Direct reports to the VPEI include the Director of Education for Diversity, Equity and Inclusion; Title IX Coordinator; Director of the Anderson Freeman Center; Director of Intercultural Programs; and the Director, Dean of Spiritual and Religious Life. Both the VPEI and the OIDEI staff work closely with students, faculty, and staff not only on Middlebury's primary Vermont campus but also with those based in the Middlebury Institute of International Studies at Monterey (CA) and those affiliated with Middlebury's other signature programs located in Vermont or around the world. The VPEI will work closely with faculty, students, and staff to build a nuanced understanding of multi-campus needs.

OPPORTUNITIES AND CHALLENGES

The Vice President for Equity and Inclusion will strive to address the following:

- **In partnership with faculty, staff, students, and board members, envision and develop strategic initiatives in support of a more equitable and inclusive community:** The Vice President will be an insightful and trusted thought partner with deep experience engaging those with differing views in meaningful conversation and forward movement. The VP will help Middlebury more fully articulate and make progress toward shared goals by providing expertise, insight, and counsel to a wide range of constituencies in a variety of contexts. The VP will facilitate the collecting and tracking of data points and survey feedback in order to provide quantitative markers of the College's efforts and progress, but Middlebury also recognizes that numbers alone are only the first step in the much more complex journey of building an equitable and inclusive community.
- **Support the faculty in achieving their goals around equity and inclusion:** The VP will serve as a helpful resource and collaborator for faculty leaders as they engage with issues such as recruitment and retention of underrepresented faculty, creation of an inclusive classroom environment, and questions of curricular evolution.
- **Partner with Middlebury students -- and the staff who work most closely with them -- to create an equitable and inclusive community in which all can thrive:** In close partnership with colleagues in admissions, student affairs, and advancement, the VP will work to more fully understand and support students in their ability and desire to authentically see Middlebury as theirs. The VP will identify opportunities and strategies to promote deeper inclusion and belonging among the Middlebury students most susceptible to marginalization, both before and after graduation.
- **Formally support the Board of Trustees in their ongoing work around equity and inclusion:** The Vice President will staff the Board of Trustees' newly formed standing subcommittee on equity and inclusion. Serving as the liaison to the committee chair, the VP will aid the committee's work by providing relevant data, best practices, and subject matter expertise. As is the case with most of Middlebury's governance structures, this committee mirrors the current faculty and student DEI committees, and is one among many ways Middlebury is creating a larger DEI focus amongst all aspects of the institution.
- **Provide professional development opportunities and individual mentoring to the talented OIDEI staff:** The next VP will find the OIDEI staff to be talented, dedicated, and experienced. The VP will proactively identify and champion the professional development and growth opportunities for staff to enable them to stay up to date in this fast-changing field. The VP will also develop individual mentoring relationships with OIDEI staff members and strive to support and empower them in their continued personal and professional growth.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

The ideal candidate will possess an advanced degree and have deep subject matter expertise in equity and inclusion. They should be experienced in leading people and organizations through challenging situations with calm, clarity, and resolve. In addition, they will also bring the following complementary skills and experiences:

- A nuanced understanding of the ways in which communities perceive and interact with difference, including but not limited to race, gender, nationality, sexual identity and/or orientation, religion, ability, and socioeconomic status;
- A high degree of comfort and skill in leading difficult conversations with a range of constituencies including students, faculty, staff, trustees, parents, and alumni;
- A strategic, systems-thinking mindset coupled with the ability to translate abstract ideas into concrete initiatives;
- An ability to work closely, credibly, and creatively with faculty and academic affairs staff as partners in the academic enterprise;
- A willingness to be accessible and visible to students, faculty, staff, and other members of the community and open to hearing their concerns, their priorities, and their aspirations;
- Skilled at quickly adapting to and building meaningful relationships, both professional and personal, on campus and within the surrounding local community;
- Demonstrate an understanding of the ways in which conversations around equity and inclusion may vary with cultural context in order to work effectively with Middlebury's campuses and programs around the world;
- Familiarity with the theory and implementation of restorative practices, preferably in a student-centered environment; and,
- A shared commitment to Middlebury's mission of creating a transformative learning experience for all of its students within a global, inclusive, and equitable environment.

CONTACT

For best consideration, please send all nominations and applications to:



Sue May, Managing Director
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Middlebury is an equal-opportunity employer where diversity, equity, and inclusion are core values. To this end, Middlebury recruits talented and diverse faculty, staff, and students from across the United States and around the world. Middlebury encourages applications from women, people of color, people with disabilities, and members of other protected classes and historically underrepresented communities. Middlebury also invites applications from individuals who demonstrate an ongoing commitment to advancing diversity, equity, and inclusion in the workplace.