

Monterey Institute of International Studies

An affiliate of Middlebury College



The Power of M²: Integrating the Monterey Institute of International Studies and Middlebury College

Mergers might be common in other environments, but not in the halls of higher education. Rarer still are those instances where schools find not just common ground but common purpose while located on opposite coasts and serving distinctly different student populations.

The questions in such a situation are clear: what drew the two organizations together? How will the merged structure look and

C.V. Starr–Middlebury Schools Abroad in 12 countries around the globe. The two share yet another deep interest, with Middlebury home to the oldest environmental studies program of its kind in the nation, and the Monterey Institute offering an international environmental policy degree program.

Several years ago, the Institute began searching for a partner institution in an effort to alleviate periodic financial challenges. At

culminate in full integration. On June 30, 2010, the Institute will cease operating as a separate 501(c)(3) organization and formally become known as the Monterey Institute of International Studies, A Graduate School of Middlebury College. The Institute's Board of Trustees will convert to a Board of Governors appointed by the Middlebury College Board of Trustees, and the Institute's president will report to the president of Middlebury College.

The mechanics of the transaction have little to do with its significance, though. What matters is the payoff. Monterey and Middlebury share much more than a common interest in cross-cultural communication – they share a commitment to making a difference in the world. New degree paths, team-taught classes, joint research efforts, and new special programs like the Middlebury–Monterey Language Academy are merely the building blocks for a new vision – a vision of a truly global network of programs whose students are poised to be the solution to the world's most pressing problems.

The power of Monterey and Middlebury together is the power of global vision... the power of global reach... the power of M².

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function? And most of all, what is the payoff? Is the combination of the two institutions merely additive – or is it exponential?

Since 1955, the Monterey Institute of International Studies has prepared students for professional careers in international policy, translation and interpretation, language teaching, and international business. Founded in 1800, Middlebury College today is renowned for its leadership in language instruction and international studies and features both summer language immersion programs and

the same time, Middlebury had been considering strategies for amplifying the global reach it had established through its Language Schools and Schools Abroad. The Institute held discussions with a number of potential partners but did not find a strong fit until a Monterey-area Middlebury graduate with ties to both institutions introduced key players from each and set discussions in motion.

On December 2, 2005, Middlebury and the Institute signed an affiliation agreement, launching a five-year process that will soon



Middlebury

MIDDLEBURY COLLEGE FACTS

- Founded in 1800, Middlebury is a top-tier liberal arts college
- Ronald D. Liebowitz became Middlebury's 16th president in July 2004
- About 2,350 undergraduate students
- Located in the Champlain Valley of central Vermont, with Vermont's Green Mountains to the east and New York's Adirondacks to the west
- Renowned for leadership in language instruction, environmental studies, and international studies
- Graduate and summer programs: Summer Language Schools (10 languages: Arabic, Chinese, French, German, Hebrew, Italian, Japanese, Portuguese, Russian, and Spanish), Bread Loaf School of English, Bread Loaf Writers' Conference
- C.V. Starr-Middlebury Schools Abroad in China, France, Germany, Italy, Latin America, the Middle East, Russia, and Spain



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MONTEREY INSTITUTE OF INTERNATIONAL STUDIES FACTS

- Founded in 1955 as the Monterey Institute for Foreign Studies
- Sunder Ramaswamy became the Institute's 13th president in January 2009
- About 800 graduate students
- Located in Monterey, California, 120 miles south of San Francisco
- A leading provider of international graduate education
- Offers nine degree programs encompassing translation and interpretation, language education, international policy studies, international business, and international environmental policy, as well as a variety of certificate programs
- Internationally known for its James Martin Center for Nonproliferation Studies
- Characteristics of the current student body:
 - More than 30 native languages
 - More than 60 countries represented
 - 35% are international students
 - 95% of U.S. students have lived, worked, or studied outside of the U.S.
 - 21 Fulbright Scholars