Marlboro College is an Equal Opportunity Employer. The faculty, students, and staff share a commitment to diversity and the values of equality, inclusion, and respect for human differences. Marlboro College will not discriminate in its admissions program, student services or hiring practices on the basis of race, creed, color, religion, gender, sexual orientation, gender identity or its expression, nationality, ethnic origin, age or disability.
Established in 1946 by Walter Hendricks, Marlboro College was created to be a different kind of college located among the foothills of the Green Mountains in southern Vermont – one where students were not just participants but active contributors to the academic and community life of the campus. Hendricks solicited support from his friend and mentor Robert Frost to join this quest as the college’s first trustee. Working together, students and faculty helped to construct the college by converting old farm buildings into classrooms and dormitories.

The first students on campus were mostly World War II veterans on the GI Bill who wanted to join the newly created institution centered on independent learning, community engagement, and respect for the individual. The college prospectus read: “Marlboro College is being founded at a time when the survival power and value of democracy are challenged. Its first aim, therefore, is to develop citizens who will be effective in the task of making American democracy succeed.”
Almost 70 years later, Marlboro’s egalitarian culture and respect for the community lives on and is central to many important developments over the years, including the Plan of Concentration, Town Meetings, new academic programs, and campus enhancement projects.

Students are fortunate to be in a community that cherishes being intentionally small. The student/faculty ratio of 7:1 offers members of the community a voice to be heard, respected, valued, and challenged. It is an environment which guides students to learn to listen as well. Students learn through spirited discourse with their teachers and peers instead of lectures.

Faculty members come to Marlboro from all over the world with the dedication to teaching. They bring extraordinary commitment to their subjects, encouraging lively discussions and intellectual candor.

Facts and recent news:
• Enrollment in 2013-2014 was 220 undergraduates and 139 graduate students;
• 40 full-time faculty members;
• 36 degree fields of study on the undergraduate campus;
• 7 degrees offered at the graduate campus;
• Endowment of $39.5 million (over $175,000 per undergraduate student);
• More than 450 acres of campus, including 17 miles of maintained trails;
• 2015 Princeton Review’s The Best 379 Colleges rates Marlboro College 98 out of 99 possible points for academics, along with MIT, Wellesley, Bard, and the University of Chicago;
• Marlboro has been featured in every edition of Loren Pope’s Colleges That Change Lives since the book’s initial publication in 1995;
• Thanks to a gift of $2.6 million, construction on the new Snyder Center for the Visual Arts began in fall 2014;
• Launched in 2014, the Windham Higher Education Cooperative includes Marlboro and five other area colleges to allow for student cross registration and a shared internship placement program;
• A recent gift totally more than $1.3 million from the Christian A. Johnson Endeavor Foundation and College Trustee Ted Wendell will benefit international programs, student services, and future planning needs.
Marlboro College provides independent thinkers with exceptional opportunities to broaden their intellectual horizons, benefit from a small and close-knit learning community, establish a strong foundation for personal and career fulfillment, and make a positive difference in the world. At our undergraduate campus in the town of Marlboro and our graduate center in Brattleboro, students engage in deep exploration of their interests and discover new avenues for using their skills to improve their lives and benefit others in an atmosphere that emphasizes critical and creative thinking, independence, an egalitarian spirit, and community.

Rather than follow a prescribed academic program, Marlboro students work closely with faculty advisors to map out an individualized course of study based on their intellectual interests. This approach allows students to study broadly and creatively across disciplines before embarking on their self-designed Plan of Concentration, an in-depth examination of a focused academic area that culminates in a major work of scholarship. By taking ownership of and responsibility for the scope and topography of their intellectual exploration, Marlboro students learn how to define a set of goals, develop a comprehensive plan to meet them, and work through the obstacles that inevitably arise along the way. They employ initiative and grit throughout the process and emerge at the end with a joyful sense of accomplishment, heightened confidence, and invaluable experience.

Whether their academic interests lean toward Russian literature, organic chemistry, or contemporary dance, students write prodigiously over the course of their time at Marlboro. Within their first three semesters, students fulfill the Clear Writing Requirement, which involves submitting a portfolio of clear, concise, and grammatically correct writing samples for approval by the faculty. Marlboro’s focus on helping students develop their command of the written word speaks to the College’s underlying focus on clear thinking, which is both a product and reflection of clear writing. Whatever career paths Marlboro students forge, they all benefit from the ability to process complex information and effectively communicate their ideas to others.

Marlboro’s undergraduate faculty members bring an extraordinary degree of commitment, passion, and academic mentoring to their teaching endeavors. Beyond the traditional classroom setting, faculty members interact with students through one-to-one tutorials, Plan advising sessions, service-learning trips, and collaborative projects ranging from scholarly papers to films. Faculty members make significant contributions to the vitality and spirit of Marlboro’s learning community on a regular basis.

Examples of Plan projects:
- Open-source internet technologies and their use in urban areas of developing nations
- Perceptions of space in painting and curatorial practice
- Spirituality and physicality in the context of modern dance and Islam
- Post-traumatic stress disorder, faith, and the medical model
- Genetically engineering an organism to filter and create fuel from diesel exhaust
- Pragmatism for philosophy, economics, and environmental policy
- White nose syndrome and G. destructans from a molecular biology perspective
- An introduction to the physics of wind turbines
- Acquisition of knowledge of the self for women in Victorian literature and history
Individual undergraduates are seen, heard, known, and valued—not just by a few friends and professors but by virtually everyone on campus. Students connect in meaningful ways with fellow community members— from library staff to the president—every day and come to know one another as independent thinkers through conversation-based classes and small group tutorials.

Campus life at Marlboro College correlates directly with student interests. Extracurricular groups and activities evolve yearly with each incoming class. Through this ongoing, collective creation of community, Marlboro students develop valuable skills in teamwork and community organizing and a strong sense of civic investment.
Community and Governance

Just as Marlboro empowers its students with the freedom and responsibility to create an individualized course of study in collaboration with faculty, it also offers each member of the community the opportunity to participate in self-governance. One of the most striking characteristics of Marlboro’s learning environment is the open, egalitarian nature of our classrooms and community. Undergraduate and graduate experiences are characterized by a collaborative spirit between teachers and students and a high level of intellectual candor.

As a self-governing community, every member of the campus has a voice in College proceedings. Students, faculty, and staff gather regularly for Town Meeting, an assembly modeled after traditional New England town meetings, to discuss and vote on College-wide issues. Every attendee gets one vote, including the College president. Marlboro students, faculty, and staff also serve on committees overseeing areas such as curriculum development, faculty hiring, environmental quality, food services, social events, and housing. Committees generally meet once a week and report relevant developments to the broader community at Town Meeting.
Marlboro’s Graduate and Professional Studies programs combine intentionally small, in-person classes with engaging online learning to help students balance their work and life responsibilities. In addition to accommodating students’ schedules, this blended learning model has been shown in research studies to be more effective than face-to-face instruction alone, according to a 2010 report by the U.S. Department of Education.

The faculty comprises invested teachers who are also working professionals and leaders in their fields. As faculty-practitioners, they have valuable insight into the current and emerging trends, challenges, and best practices shaping their disciplines. They are exceptionally supportive of students – not only because...
Southern Vermont
Marlboro embodies the best of Vermont. Our educational programs typify Vermont’s unique character in multiple dimensions – from a commitment to environmental stewardship and sustainability to a deep-seated respect for the individual and human rights. As an employer, intellectual center, and professional development resource, Marlboro plays an essential role in the economic and cultural life of the southern Vermont region.
Marlboro has a strong global community of more than 3,000 alumni. Students graduate with the self-reliance needed to excel in virtually any job and the entrepreneurial aptitude to start their own business, nonprofit, or community initiative. Because students graduate with skills and qualities such as creative problem solving, self-directed learning, articulate expression, civic commitment, grit, and adaptability, alumni manifest these qualities throughout their lives. It speaks to their ability to not just get a job but to be prepared for jobs that do not yet exist. Equipped with a liberal arts foundation, Marlboro alumni go on to forge diverse and often unconventional career paths. And they lose no time getting started: 96 percent of recent graduates are employed or enrolled in graduate school. Seventy-five percent of Marlboro undergraduate students go on to advanced study in graduate school. Frequently attended graduate schools include Antioch, Boston University, Columbia, Harvard, SUNY, UMass, University of Vermont, and Yale.
Important challenges and opportunities await the next President of Marlboro College. Reporting to the Board of Trustees, the next President will be expected to focus on the following key priorities:

**Commitment to liberal arts education**
- A thorough understanding of the goals and values of liberal arts education in the 21st century and the ways in which it prepares students for lives of thoughtful, effective, and purposeful engagement in the world;
- Advocate for shared governance and engage in the public discourse regarding the future of a liberal arts education;
- Commitment to quality as the foremost hallmark of the Marlboro College educational experience.

**Ensuring sustainability**
- Improve financial stability and provide additional support for scholarships, faculty, staff, infrastructure, and programs;
- Strengthen key relationships with alumni and identify other new external donors to increase the endowment, funds for capital improvements, and operating support, including through a capital/endowment campaign;
- Navigate the external political and economic environment to anticipate and seize opportunities;
- Lead strategic management of the College’s operations with the goal of responsibly stewarding assets, diversifying and improving revenue streams, and managing costs.

**Achieving optimal enrollment**
- Continue to raise Marlboro’s visibility and reputation for excellence and distinctiveness in liberal arts education;
- Lead a strong focus on growing enrollment of students who will be successful at Marlboro, including effective marketing, robust admissions, and greater retention;
- Prioritize improvements to the physical plant, and develop and execute a plan to address future facility needs of the College.
QUALIFICATIONS

Marlboro seeks an innovative and intrinsically collaborative, open leader as President. Candidates should possess an advanced degree and a broad understanding of the climate of liberal arts education today. The ideal candidate will also excel at the following:

• Appreciation for Marlboro’s distinctive and intimate educational model and its participatory, democratic processes with regard to governance;
• Strong financial abilities to guide the College to continued fiscal stability;
• An established record in fundraising or potential to excel at fundraising as demonstrated by excellent communications skills and the drive and vitality to promote and advance the institution;
• Ability to energize and inspire faculty, parents, students, staff, trustees, benefactors, and alumni;
• A record of recruiting and supporting faculty and administrators to advance the diversity of the institution;
• Ability to champion and guide the College within the context of an increasingly challenging landscape of liberal arts colleges;
• A managerial style that is personable, consensus-oriented, and inclusive;
• An openness to change and a proven track record of implementing innovative ideas;
• Personal qualities that ensure transparency in governance and the highest standards of honesty and integrity;
• A genuine interest in the quality of students’ lives and opportunities on campus;
• Energy, passion, flexibility, and an abiding sense of humor.

CONTACT
Nominations, inquiries, and expressions of interest should be forwarded in confidence to: MarlboroPresident@storbeckpimentel.com.