

**Muhlenberg College Strategic Planning Process**  
**President's Planning Group Meeting**  
**Monday, November 9, 2009 • 5:00 p.m.**  
**Seegers Union 111**

**In Attendance**

Ms. Cynthia Amaya, Dr. Bruce Anderson, Mr. Adam Bernstein, Rev. Peter Bredlau, Mr. Michael Bruckner, Mr. Ken Butler, Mr. Kent Dyer, Ms. Laura Eldon, Mr. Amze Emmons, Dr. Randy Helm, Ms. Karen Green, Mr. Chris Hooker-Haring, Ms. Connie Harris, Dr. Trevor Knox, Ms. Christine Lake, Dr. Elizabeth McCain, Dr. Lisa Perfetti, Dr. John Ramsay, Mr. Roberto Rivera, Dr. Stefanie Sinno, Mr. Jordan Sones

**1. S.W.O.T. Analysis**

The President began the meeting by reminding everyone of what the Group covered in the last meeting: a review of the budget model and its assumptions. He reminded the Group that there will not be a great deal of discretionary funds to spend on strategic initiatives and those initiatives we eventually choose must be the ones that will give the most value to our students and faculty.

Over the next hour, the Group brainstormed and discussed the College's Strengths, Weaknesses, Opportunities and Threats.

**2. Office of Admission & Financial Aid**

Mr. Hooker-Haring led a discussion of the Office of Admission & Financial Aid, beginning with an Executive Summary of his report, then moving carefully through data from the College's benchmark group of institutions.