



**Muhlenberg
College**

Source Book 2016-2017

Source Book 2016-2017

Edited By: Nicole Hammel

Director, Institutional Research & Records

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THE COLLEGE

I. Description

1. A BRIEF DESCRIPTION OF THE COLLEGE

Muhlenberg College is an independent, undergraduate, coeducational institution related to the Evangelical Lutheran Church in America. Founded in 1848 to provide a liberal arts education in the Judeo-Christian humanistic tradition, Muhlenberg is committed to the highest standards of academic integrity and excellence.

The College is located in Allentown, Pennsylvania, approximately 55 miles north of Philadelphia and 90 miles west of New York City.

As a liberal arts college, Muhlenberg offers programs in the humanities, the natural and social sciences, and in professional areas such as business, education, pre-medical, pre-theological, and pre-law studies. Flexibility is provided through course options and opportunities for independent study, research and internships, and through a plan for self-designed majors. The College strives to keep its curriculum vital and current with the rapidly changing intellectual world. The excellence and integrity of the Muhlenberg program have been recognized by Phi Beta Kappa and by some 13 additional national honorary societies which have established chapters at the College.

Muhlenberg College is accredited by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104, 267-282-5000, the Department of Education of the Commonwealth of Pennsylvania, and the New York State Board of Regents. The College is on the approved list of the American Chemical Society. It is also a member of the American Council on Education, the Association of American Colleges, the Council for the Advancement and Support of Education, the American Association of Colleges of Teacher Education, the College Entrance Examination Board, the Pennsylvania Association of Colleges and Universities, the Associated Independent Colleges and Universities of Pennsylvania, and the National Collegiate Honors Council.

Significant in the College's tradition are the historic ties between the College and the Lutheran Church. The name Muhlenberg College was adopted in 1867 – 19 years after the College was founded in honor of the patriarch of the Evangelical Lutheran Church in America, Henry Melchior Muhlenberg. The sons of Henry Melchior Muhlenberg made important contributions to the early life of our country. General John Peter Gabriel Muhlenberg wintered at Valley Forge with George Washington; Frederick Augustus Muhlenberg was the first speaker of the United States House of Representatives; and Henry Ernst Muhlenberg was one of the most eminent early American scientists and the first president of Franklin College, now Franklin and Marshall College.

2. MISSION STATEMENT OF THE COLLEGE

Muhlenberg College aims to develop independent critical thinkers who are intellectually agile, characterized by a zest for reasoned and civil debate, committed to understanding the diversity of the human experience, able to express ideas with clarity and grace, committed to life-long learning, equipped with ethical and civic values, and prepared for lives of leadership and service. The College is committed to providing an intellectually rigorous undergraduate education within the context of an inclusive and diverse campus; we strongly believe that diversity is essential to learning and to our success as a pluralistic community. Our curriculum integrates the traditional liberal arts with selected pre-professional studies. Our faculty are passionate about teaching, value close relationships with students, and are committed to the pedagogical and intellectual importance of research. All members of our community are committed to educating the whole person through experiences within and beyond the classroom. Honoring its historical heritage from the Lutheran Church and its continuing connection with the Evangelical Lutheran Church in America, Muhlenberg encourages, welcomes, and celebrates a variety of faith traditions and spiritual perspectives.

3. DIVERSITY STATEMENT OF THE COLLEGE

Diversity, as affirmed in the College's mission statement, is a fundamental Muhlenberg value.

The College believes that deeply engaging with the multiple concerns, forms and expressions of diversity enriches the liberal arts education of all our students, prepares our graduates for lives of leadership and global citizenship, and enhances the quality of life on campus for all of our community members. We believe that the Muhlenberg community should cultivate a desire and an ability to understand, mutually respect, and meaningfully engage with manifold perspectives and experiences, particularly those of historically underrepresented and marginalized groups. To this end, we are dedicated to:

- an inclusive, innovative and evolving academic program that foregrounds human diversity and the experience and perspectives of these groups,
- educational and professional opportunities for students, faculty members and staff members from these groups, and
- good citizenship in the Lehigh Valley by supporting ongoing College-sponsored community outreach efforts, and by intentionally doing business with area vendors and service-providers operated by, fairly employing, and serving these groups.

Muhlenberg will not achieve its mission until each member of our community recognizes and understands the benefits, tensions and intersections inherent in teaching and learning about diversity. Doing so means that some community members, especially those from majority groups, may experience moments of disequilibrium. The College believes that these moments are productive opportunities for teaching and learning; they are consistent with Muhlenberg's dedication to providing living, learning and working spaces that are safe and welcoming.

These commitments reflect Muhlenberg's investment in principles of justice and equality. They assume a persistent and vigorous effort to confront and challenge prejudiced attitudes and behaviors that exclude, demean or marginalize members of our community. They also assume that success in engaging deeply with diversity must not lead to complacency, but instead, must inspire us to strive for an ongoing, ever-deepening integrity.

4. THE YEAR IN REVIEW, 2015-2016

President John I. Williams, Jr., is inaugurated as the 12th President of Muhlenberg College.

Theatre and Dance program ranked sixth in the nation by Princeton Review.

The Women's basketball team won the Centennial Conference regular season, the post-season tournament and advanced to the NCAAs. Sophomore basketball player Brandi Vallely was featured in Sports Illustrated's "Faces in the Crowd."

Philosophy professor Marcia Morgan receives Paul C. Empie '29 Memorial Award for Excellence In Teaching, while psychology professor Mark Sciutto was awarded The Christian R. and Mary F. Lindback Foundation Distinguished Teaching Award.

Top speakers include Richard Cohen, Tom Gerety, Neil Gaiman, Anna Deveare Smith, Lea DeLaria and a performance by the Morehouse College Glee Club.

5. CENTERS AND INSTITUTES

Center for Ethics

Christine Sistare, Philosophy

The Muhlenberg College Center for Ethics seeks to develop our capacities for ethical reflection, moral leadership, and responsible action by engaging community members in scholarly dialogue, intellectual analysis, and self-examination of contested ethical issues. Through thematic lectures and events, the Center for Ethics serves the teaching and study of the liberal arts at Muhlenberg College by providing opportunities for intensive conversation and thinking about the ethical dimensions of contemporary philosophical, political, economic, social, and scientific issues. In the academic year 2016-2017, the Center for Ethics will present programming on the theme of “War & Peacebuilding”.

Faculty Center for Teaching

Linda McGuire, Mathematics and Computer Science, and Cathy Kim, Education

The Faculty Center for Teaching (FCT) seeks to cultivate a shared culture of reflection about teaching that encourages and supports meaningful experimentation. FCT sponsors hourly programs on a variety of pedagogical topics and supports faculty reading groups and learning communities. FCT also awards grants to faculty who wish to explore new pedagogical approaches in their teaching and provides funding for participation in regional and national teaching workshops and conferences. FCT provides specific support for faculty colleagues new to Muhlenberg through hosting a one day orientation each August followed by a series of monthly programs and offering a voluntary peer-partner program to encourage further dialogue about teaching.

The Faculty Center for Teaching (FCT) was formed in 1994 when a group of six faculty members representing a variety of disciplines applied for an institutional incentive grant from the Pennsylvania Department of Higher Education. The Center’s budget is provided by the Provost and has been supplemented at various times by funds from the Aid Association for Lutherans and the Andrew W. Mellon Foundation, as well as a gift from a former member of Muhlenberg’s Board of Trustees. Overseen by a faculty director and an advisory board comprised of faculty members from a variety of disciplines, the Center’s operational costs are currently sustained through support from the Shire Family Fund for Excellence in Teaching, established by Mr. and Mrs. Donald T. Shire P’90.

Institute for Jewish-Christian Understanding

The Rev. Peter A. Pettit, Ph.D., Religion Studies

Established in 1989, the Institute for Jewish-Christian Understanding uses the resources of the academic community to foster dialogue and the development of resources to help people build bridges of understanding between the faith communities. Monthly luncheon discussion programs for both clergy and the public, periodic lecture forums with visiting scholars and religious leaders, the annual Wallenberg Tribute program, and an annual prejudice reduction workshop for 1,500 middle-school and high-school students from the region all serve its primary objectives and are kept updated on the Institute website, www.ijcu.org. On campus, the IJCU works with the Interfaith Leadership Council, Hillel, and individual students to promote student dialogues, an annual observance of the Night of Shattered Glass, and forums on interfaith dating, religious holidays, and other topics. The Institute has published a middle-school curriculum unit on prejudice reduction and a young-adult dialogue resource, as well as a Christian confirmation resource on the relationship of Judaism and Christianity and an interactive meal-based program introducing Christians to the Passover Seder. In partnership with the Shalom Hartman Institute of Jerusalem, the IJCU has led the development of *New Paths: Christians Engaging Israel*, an educational program shaping values-based engagement with Israel in its complex identity and situation. The Institute is a founding member of the Council of Centers for Jewish-Christian Relations. A board comprising community and college leaders from the business, religious, and academic arenas guide its work, with administrative oversight by the College’s Provost. Financial support comes from individual memberships, congregational and denominational grants, corporate and foundation funding, and the College.

6. PROGRAMS OF STUDY

Degree Programs

Bachelor of Arts (A.B.): no fewer than 34 units and a certified major in the Humanities or Social Science divisions

Bachelor of Science (B.S.): no fewer than 34 units and a certified major in the Natural Science division

Dual Degree (A.B. / B.S.): no fewer than 43 units and the major requirements for both the Bachelor of Arts degree and the Bachelor of Science degree

Bachelor's in Self-Directed Inquiry: a special program for uniquely qualified students who wish to create an individualized program of inquiry and study, rather than complete the general academic requirements and a traditional major

Certification Programs

The College also offers fully accredited programs leading to certification in Pre K – 4, 4-8 and secondary education (7-12). Students must complete a major in an academic discipline together with the requirements for certification.

Cooperative Programs

Cooperating School	Degrees Earned	Contact
3-2 or 4-2 Year Combined Degree Program in Engineering		
Columbia University	B.S. B.S. in Engineering	Dr. Jane Flood Physics
MC/Penn Dental Program		
University of Pennsylvania School of Dental Medicine	B.S. D.D.S.	Cailin Pachter Pre-Professional Advising
Lehigh Valley Hospital Scholars		
Drexel University College of Medicine and the Lehigh Valley Hospital	A.B. or B.S. M.D.	Cailin Pachter Pre-Professional Advising
7 Year Optometry Program		
State University of New York (SUNY) State College of Optometry	A.B. or B.S. O.D.	Cailin Pachter Pre-Professional Advising
3-2 or 4-2 Year Combined Degree Program in Environmental Science or Forestry		
School of the Environment at Duke University	B.S. M.E.M or M.F.	Dr. Jason Kelsey Chemistry
Army Reserve Officer Training Corps (AROTC) Program		
Army ROTC Program		Office of the Registrar
3-2 ½ Year Combined Degree Program in Occupational Therapy		
Jefferson College of Health Professions of Thomas Jefferson University	A.B. or B.S. M.O.T.	Cailin Pachter Pre-Professional Advising
3-3 Year Combined Degree Program in Physical Therapy		
Jefferson College of Health Professions of Thomas Jefferson University	A.B. or B.S. D.P.T.	Cailin Pachter Pre-Professional Advising
Early Assurance Program		
Temple University School of Medicine and St. Luke's Hospital	A.B. or B.S. M.D.	Cailin Pachter Pre-Professional Advising
Guaranteed Admission		
Lutheran Theological Seminary	M.Div, M.A., STM, PhD.	Callista Isabel College Chaplain
Music Certification (K-12)		
Moravian College	Teacher Certification	Paul Murphy Music

Pre-Professional Programs

Program	Contact
Health Professions	Cailin Pachter, Pre-Professional Advising
Pre-law	Cailin Pachter, Pre-Professional Advising
Pre-seminary	Office of the Chaplain

7. SPECIAL ACADEMIC PROGRAMS

SELF-DESIGNED MAJOR

Bruce D. Anderson, Dean of Academic Life

Any highly motivated, academically strong student may propose a self-designed major not falling within one of the traditional programs of study listed in the College catalog. Students with a self-designed major complete the same general academic requirements as those with a traditional major. The proposal must normally be approved by the Curriculum Committee and Dean of Academic Life before the start of the student's junior year. A member of the Curriculum Committee will work with each student on preparing the proposal.

SEMESTER IN WASHINGTON, D.C.

Donna Kish-Goodling, Accounting, Business and Economics

Muhlenberg cooperates with several other colleges in the Lutheran College Washington Consortium who together offer a semester in Washington. The semester is designed for juniors and seniors with any academic majors. In addition to seminars drawing upon the special resources available in Washington, there are hundreds of internship possibilities in government, social service agencies, religious groups, medicine, public interest organizations, business and the arts.

EDUCATION ABROAD PROGRAMS

Donna Kish-Goodling, Accounting, Business and Economics

In a world that is becoming increasingly interdependent, international study represents a significant means by which students may better achieve their educational objectives. A variety of opportunities suitable for students in the natural sciences, social sciences, arts and humanities are available at host country institutions and programs in Europe, Oceania, Asia, Africa and Latin America. In addition, Muhlenberg students have participated in specialized programs abroad in international business, theatre, media and communications, language study and field research in environmental science.

DANA SCHOLARS PROGRAM

Mohsin Hashim, Political Science

The Dana Program offers outstanding, intellectually versatile students an opportunity to belong to a community of scholars that promotes engaged citizenship and leadership, fosters conversations across disciplines, and pursues rigorous academic inquiry. Each Dana scholar can major in any academic department or program. Over the course of four years, Dana scholars participate in shared seminars, independent research projects, and unique internship experiences. All Dana seniors engage in collaborative research projects on issues of public concern and interest.

MUHLENBERG SCHOLARS PROGRAM

Theodore W. Schick, Jr., Philosophy

The Muhlenberg Scholars Program is designed to enhance the education of talented students by providing unique opportunities for intellectual exploration, growth and development. Scholar courses are small, interdisciplinary, discussion-oriented courses in which the student is encouraged to grapple creatively with problems at the forefront of current research.

RJ FELLOWSHIP PROGRAM

Richard Niesenbaum, Biology and Sustainability Studies

The RJ Fellows Program was established at Muhlenberg College with support from the Scheller family in order to strengthen and develop the leadership competencies of bright, talented, and hard-working liberal arts undergraduates. The Program realizes that the future is, and will always be, uncertain, and that education can be a powerful force in strengthening the ability of individuals within diverse communities to assess the future and make ethical and informed choices. The Program's founders assert that liberal arts education, in particular, has the potential to provide learners with a variety of analytical, problem-solving, ethical-assessment, and decision-making skills. The RJ Fellows Program is, therefore, deliberately interdisciplinary and provides curricular and co-curricular opportunities for students to reflect on and make connections among lessons learned and the implication of those lessons for ethical decision-making and action.

DEPARTMENTAL HONORS PROGRAMS

Some academic departments have honors programs to provide special opportunities for the most highly motivated students to develop their capacities for independent thinking, original research and disciplined scholarship. Honors work consists of seminars, guided independent study, individual research or participation in faculty research, as well as a certain amount of regular course work. Successful honors candidates will graduate with honors in the field of concentration; in addition, they still maintain eligibility for the traditional Latin graduation distinctions.

WRITING PROGRAM

Jill Stephen, English and David Rosenwasser, English; Brian Borosky, Assistant Director of the Writing Center

WRITING ACROSS THE CURRICULUM PROGRAM

Muhlenberg College offers a writing across the curriculum program. Typically, upwards of forty writing-intensive courses are offered each semester across the humanities, natural sciences, and social sciences. The College is committed to writing as an essential skill in a liberal arts education and to the conviction that writing instruction is the shared responsibility of faculty in all disciplines and not the province of any single department.

Students at Muhlenberg are required to take three writing-intensive (W) courses for graduation. The first of these is a first-year seminar. Students select the second W from anywhere in the curriculum, including their major. The third W must be a course offered or designated by the student's major department. Double majors must take a writing-intensive course for each major.

Writing-intensive courses share basic requirements and a philosophy: the courses are small, encouraging discussion and collaboration. They offer frequent opportunities to produce analytical writing, and they use writing as a means of enriching students' understanding of course content. They embrace writing not only as a means of presenting finished pieces of thinking but also as a form of learning.

FIRST-YEAR SEMINARS

First-year seminars (FYS) are small, discussion-oriented courses that engage students in thinking deeply and talking, reading and writing critically about ideas. Taught by full-time faculty from departments throughout the college, seminars vary in their subjects. Some examine a topic from an interdisciplinary perspective; others focus on particular questions or issues within a discipline.

WRITING COURSES BEYOND THE FIRST-YEAR SEMINAR

Writing-intensive courses are regularly listed offerings that faculty apply to have designated as Ws. Often these foreground the characteristic thinking processes of a discipline, as well as the particular forms the discipline employs to convey knowledge.

8. DEPARTMENTAL MAJOR & MINOR PROGRAMS

Major	Minor	Chair/ Program Director
Accounting		Holmes Miller
American Studies		Chris Borick
Anthropology	Anthropology	Sue Jansen
Art History	Art History	Margo Hobbs
Biochemistry		Keri Colabroy & Amy Hark
Biology		Bruce Wightman
Business Administration	Business Administration	Holmes Miller
Chemistry	Chemistry	Christine Ingersoll
Computer Science	Computer Science	Elyn Rykken
Dance	Dance	Karen Dearborn
Economics	Economics	Holmes Miller
English	English	Barri Gold
Environmental Science		Jason Kelsey
Film Studies	Film Studies	Paul McEwan
Finance		Holmes Miller
French & Francophone Studies	French & Francophone Studies	Eileen McEwan
History	History	Mark Stein
International Studies		Christopher Herrick
Jewish Studies	Jewish Studies	Jessica Cooperman
Mathematics	Mathematics	Elyn Rykken
Media & Communication		Jeff Pooley
Music	Music	Paul Murphy
Natural Science		Joe Keane
Neuroscience		Jeremy Teissere
Philosophy	Philosophy	Steve Coutinho
Philosophy/ Political Thought		Giacomo Gambino & Christine Sistare
Physical Science		Jane Flood
Physics	Physics	Brett Fadem
Political Economy & Public Policy		Christopher Herrick
Political Science	Political Science	Michele Deegan
Psychology		Mark Sciutto
Public Health	Public Health	Chrysan Cronin
Religion Studies	Religion Studies	William Gruen
Russian Studies	Russian Studies	Luba Iskold
Sociology	Sociology	Sue Jansen
Spanish	Spanish	Eileen McEwan
Studio Art	Studio Art	Margo Hobbs
Theatre		Beth Schacter
	Africana Studies	Roberta Meek
	Asian Studies	Kammie Takahashi & Steve Coutinho
	Creative Writing	Barri Gold
	German Studies	Franz Birgel
	Innovation & Entrepreneurship	Rita Chesterton
	Italian Studies	Daniel Leisawitz
	Latin American & Caribbean Studies	Cathy Marie Ouellette
	Sustainability Studies	Richard Niesenbaum
	Women's & Gender Studies	Marcia Morgan

CONCENTRATIONS

Business Administration
Arts Administration
Management and Organization Studies
Marketing

Dance
Dance Education
Dance Science
Choreography
Performance

International Studies
Area Studies
Africa
East Asia
Europe
Latin America
Middle East
Russia
Development Studies
Global Interdependence
Global Trade and International Business
Global Health
International Environmental Problems
Peace and Conflict Studies
Self-Designed

Music
Music in History and Culture
Music Theory and Composition
Performance

Theatre
Acting
Design and Technical Theatre
Directing
Performance Studies
Stage Management

9. THE WESCOE SCHOOL OF MUHLENBERG COLLEGE

The Wescoe School serves adult students in the Lehigh Valley with a variety of innovative educational opportunities. Students may complete a degree, earn a certificate or take classes for enrichment. Students may also take classes as part of their preparation for graduate, law or medical school.

Bachelor's degrees and certificates are offered in the traditional liberal arts in more than 25 fields of study. Associate's degrees are offered in Business Administration, Accounting, Computer Science, and Psychology. Courses are presented in varying formats including some online courses, blended learning and pedagogies recommended for adult learners. Scheduled to accommodate working adults, courses are offered in 15-week, 8-week and weekend sessions.

An Accelerated Degree Program is available for those wishing to combine work and life experience with academic knowledge in a collaborative learning environment. Programs include: Information Systems, Business Administration with concentration areas in Healthcare Management, Human Resources Leadership and Supply Chain Management. These programs are designed to help students develop the critical thinking, communication, and leadership skills required in today's workplace. In addition to the programs offered on the Muhlenberg campus, the Wescoe School also offers on-site learning opportunities at area businesses/organizations.

Additionally, the Wescoe School oversees a highly regarded Teacher Certification Program and the Muhlenberg Summer Study Program.

II. Facilities

1. MAJOR FACILITIES

HARRY C. TREXLER LIBRARY

The Harry C. Trexler Library houses the College's primary collections of information resources including books, journals (both print and electronic), videos, recordings, government documents, and electronic databases. The collection of approximately 233,000 volumes, 289,000 U.S. government documents, 16,000 audio visual items, and some 25,000 print and electronic journal subscriptions is designed to meet the general instruction and research needs of undergraduate students. In addition to the on-site collections, students and faculty have access to the collections of five other Lehigh Valley independent colleges and universities, with combined holdings of more than 1.75 million volumes, as well as to libraries worldwide. The OCLC-based interlibrary loan system widens the borrowing circle to worldwide access for free or at low cost. Trexler Library's membership to the Pennsylvania Academic Library Consortium, Inc. (PALCI) provides students and faculty direct borrowing privileges in more than forty academic and research libraries within the Commonwealth and the surrounding area and participation in PALINET allows the library to participate in consortia pricing for databases. Automated with an integrated library system since 1995, the Library continues to add services including electronic reserves, instant messaging reference services, and academic technology training sessions.

Built in 1988, Trexler Library offers a contemporary and gracious facility combined with varieties of seating and study spaces to meet the needs of individual and group work. Wireless access is available throughout the building, and laptop and notebook computers are available for students to borrow. Also included in the building is a Curriculum Laboratory serving the Education Department, an Information Commons to experiment and demonstrate new technologies to support the curriculum, a completely developed teaching lab for hands-on searching and research development, a PC Lab for student paper writing, the Writing and Information Consultation Center combining the expertise of writing tutors and librarians, the Polling Center, a media viewing classroom and a standard classroom. The Library is open 105 hours per week with additional hours provided during exam periods. Course-integrated instruction pairs librarians with instructors to combine information gathering and evaluating skills into the curriculum with the goal of increasing lifelong information literacy among the Muhlenberg community

GIDEON F. EGNER MEMORIAL CHAPEL

The Egner Chapel is one of the finest modern Gothic campus churches in the nation. Its stained glass windows and vaulted interior provide appropriate settings for worship, meditation, concerts, weddings and academic convocations. The 50-rank, 2,600 pipe organ was originally installed in 1983 by the Holtkamp Organ Company. In 2014 the instrument was extensively refurbished by Berghaus Pipe Organ Builders. It is used in worship, teaching and musical performances.

THE DOROTHY AND DEXTER BAKER CENTER FOR THE ARTS

The Dorothy and Dexter Baker Center for the Arts was completed in 1976. Dramatic in concept and highly functional, the Center was created for Muhlenberg by Philip Johnson, one of the world's most renowned architects. Focal point of its design and function is a 220-foot, glass-covered galleria which bisects the structure. The galleria serves as a thoroughfare, gathering place, and as a unique site for displaying the arts—inviting students to visit an exhibition, attend a concert, and participate in drawing, painting, sculpture, dance, or the performing arts. The main level contains the Empie theatre/auditorium complex, a lecture/recital hall, galleries, class and seminar rooms, the Art Department office and slide library, and studios for drawing, painting, and sculpture. The upper level contains the Music and English Departments, faculty offices, music studios, music and theatre rehearsal rooms and the music listening room, with the department's collection of recordings and scores.

Included in the musical facilities are Steinway grand pianos for performance and teaching and a Schlicker practice organ, as well as numerous practice studios with pianos. The Electronic Music Studio includes sophisticated analog and digital synthesizers and recording equipment.

TREXLER PAVILION FOR THEATRE AND DANCE

The striking Trexler Pavilion for Theatre and Dance, was completed in December 1999, and houses the Department of Theatre and Dance. Architectural features of this contemporary structure include a curved glass wall which encompasses lobbies on two levels and a pedestrian bridge which connects to the Baker Center for the Arts. The building includes three performance spaces: a 365-seat proscenium theatre with balcony, a student-run experimental theatre, and a dance studio theatre. Other building spaces include a costume shop and dressing rooms, rehearsal rooms, a scenery shop, and departmental offices.

REHEARSAL HOUSE

The 10,000 square feet, former TKE house, fully converted into the “Rehearsal House” for the Department of Theatre and Dance and the Department of Music.

The Rehearsal House, specifically the smaller studio, provides space for coaching sessions between professors and small groups of students outside of regular class time. The Rehearsal House provides the Music Department with offices, a new performance studio, and a new Electronic Music Studio.

The Rehearsal House is more than just a work space. It features a spacious lobby on each floor and seating space around the studio entrances for students to come to study or just hang out. The most surprising new feature will be a circular outdoor amphitheater cut into the front hillside in front of the house, equipped with outdoor lighting for staging performances. The seats will also provide space for students to come to relax on nice days.

J. CONRAD AND HAZEL J. SEEGER'S UNION

J. Conrad Seegers Union provides a hub for integration of the tools for teaching and learning and a venue for educating the whole student. Seegers Union supports the campus in the development of individuals and community through education, socialization, advocacy, and the delivery of services.

Expanded in 2010, the final phase of the Seegers Expansion and Renovation redesigned the Student Life Suite incorporating, Student Activities, Student Leadership Development & Greek Life, Community Service and Civic Engagement. In an effort to create chance encounters, Student Life Suite also incorporated student organization support through SGA, MAC and SHARE offices, a club resource room, lounge, meeting space and project rooms and a Leadership Center.

Seegers Union provides facilities and resources to support programs and conferences focused on supporting the education mission of the college.

The heart of the campus also supports the dining program and is home to five distinctly unique dining operations, a state of the art, centralized production kitchen and a thriving catering program. The new Robert and Ilene Wood Dining Commons offers a high quality restaurant style experience for our community with an incredible dining experienced designed to enhance Muhlenberg's strong sense of community. Housed within the Robert and Ilene Wood Dining Commons, the Food Gallery features the Noshery, our kosher meat and dairy platforms under Star-K Certification. Adjacent to the Campus Restaurant, is the Mule Express program that supports meal plan members only for a quick, fresh meal on the go. Retail operations in Seegers Union include the Generals Quarters, the campus food court featuring diverse meal choices at a variety of food stations, including Sushi, Southwestern, 'Bergers Grill, as well as "kosher to go", and our popular coffee kiosk featuring Starbucks Coffee

Seegers Union is also home to the 'Berg Bookshop, student mailroom, the Student Media Center, Academic Resource, Office of Disabilities Services, Career Development, and Muhlenberg Dining Services.

NEW SCIENCES BUILDING**JOHN V. SHANKWEILER BIOLOGY BUILDING****HARRY C. TREXLER SCIENCES TOWER****PETER S. TRUMBOWER SCIENCE BUILDING**

With the completion of the New Science Building and the complete renovation of Shankweiler, the science facilities at Muhlenberg now match the quality of our students, faculty and reputation for excellence. A “Science Street” runs from Trumbower across the new bridge, through Shankweiler and into the New Science Building. Various research neighborhoods are located along the “street” with clusters of offices, research and teaching labs grouped to facilitate the sharing of instrumentation amongst researchers with common interests. The neighborhoods are centered around a “living room” area where students and faculty can meet and informally continue conversations begun in class as well as share the latest research results.

The 47,362 square foot New Science Building completed in July of 2006 adjoins the 36,400 square foot John V. Shankweiler Biology Building which was completely renovated during the 2006-2007 academic year. The buildings house biology laboratories and biology faculty, chemistry laboratories, mathematics classrooms, a fourth floor green house and the Acopian Center for Ornithology. A main sciences corridor extending from the west end of the New Science Building, through the Shankweiler Building and a new 4,750 square foot Harry C. Trexler sciences tower, connects via raised walkways to the Trumbower Science Building, which houses the Departments of Chemistry, Physics and Mathematical Sciences. In addition to modern laboratories, lecture halls and classrooms, the building contains special student, faculty and research facilities. The seamlessly interconnected complex of science buildings now totals nearly 150,000 square feet.

GEORGE T. ETTINGER BUILDING

The George T. Ettinger Building, renovated during 1990-91, is an academic facility housing the Languages, Literatures & Cultures; Sociology & Anthropology; Political Science; Accounting, Business & Economics; and History Departments. The four-floor structure also houses the Walter and Margaret Berger Learning Center, the Office of Information Technology, numerous computer laboratories, a state-of-the-art language learning center, and the Price-Waterhouse accounting classroom.

FORREST G. MOYER HALL

Forrest G. Moyer Hall, a new four-story academic building, was completed in April 2000. Named for alumnus Forrest G. Moyer, M.D., the building houses the Psychology, Education, Philosophy, and Religion Studies Departments. Included are psychology laboratories, departmental reading rooms, and faculty offices within a two-story atrium. Also located in this facility are the Center for Ethics and Leadership and the Institute for Jewish-Christian Understanding. The main level includes a large forum space to be used for lectures, conferences, and other special events.

THE JOHN A. W. HAAS COLLEGE CENTER

The Haas College Center, formerly the Haas Library, is a campus and community landmark building renovated in 1989-1990. It houses administrative offices including Admissions, Alumni Relations, Financial Aid, Registrar, President’s and Deans’ offices, as well as Business/Finance/Treasurer, Human Resources, and Development offices. The Center contains public spaces including a tiered conference room, several meeting rooms and a spacious lobby used for ceremonial occasions.

LIFE SPORTS CENTER

The Life Sports Center, completed in August of 2004 with a 40,000 square foot, three-level expansion is now the largest building complex on the Muhlenberg campus. The Center is designed to support intercollegiate athletics as well as fitness, recreational, and intramural activities. The new addition includes a large coed weight room, spacious cardiovascular fitness area, coaches’ offices, locker rooms, a new athletic training facility, and a juice bar and food venue.

Included in the new structure are conference rooms, classrooms, and suites for College Health Services and College Counseling Services. This new space is supported by a tournament size basketball court with seating for 3,500; a 32,000

square foot multi-use field house for tennis, indoor jogging and other activities; a six-lane, 25 meter swimming pool; racquetball and squash courts, a Pilates Center, and a wrestling room. A state-of-the-art AstroTurf GameDay Grass 3D synthetic turf field for football, lacrosse, and field hockey and an 8-lane all-weather track are adjacent to the Center. Six new all-weather tennis courts, soccer fields, sandpit volleyball courts and basketball courts are also located on campus.

STUDENT HOUSING

A wide variety of housing experiences are made available for Muhlenberg's student population. Ten residence halls provide traditional dormitory and suite-style living arrangements.

Thirty-one small houses owned by the college located in the adjacent neighborhoods are available to those students who meet the special criteria to live in the Muhlenberg Independent Living Experiences (M.I.L.E.) houses. Completing the housing offerings are four fraternities and three sorority houses.

OTHER CAMPUS FACILITIES

The **John Peter Gabriel House** contains the Muhlenberg Evening College and the Wescoe School of Professional Studies. **Walson Hall**, formerly Old Commons, opened in spring 2002 and is home to WMUH and the Department of Media and Communication. In addition to faculty offices, it contains a television studio, post production facilities and digital laboratories. The **Hoffman House**, renovated in 1997, is host to meetings and other events for Muhlenberg faculty, staff, and guests. The facility includes an all-purpose room, several lounges, a seminar room, a kitchen, and three guest rooms.

OFF-CAMPUS FACILITIES

The **Conrad W. Raker Biological Field Station and Wildlife Sanctuary**, a 40-acre wooded tract situated 15 miles north of the campus, is used by biology classes for field study. A section of Jordan Creek within the preserve provides added opportunity for aquatic biology studies. Students and staff also conduct research on varied aspects of plant and animal biology. The **Lee and Virginia Graver Arboretum**, a 50-acre tract located 20 miles northeast of campus, offers a diverse array of field research and other educational opportunities for Muhlenberg students. Its natural wooded area consists of Pennsylvania native plant species, a wild flower habitat with over 300 species, more than 3,000 rhododendrons, hundreds of azaleas and other broadleaf evergreens and an unusual collection of conifer tree species. It includes a 12-acre research facility which is also used for activities and meetings.

2. MUHLENBERG COLLEGE PROPERTIES

ACADEMIC / ADMINISTRATIVE BUILDINGS

Building	Gross Square Footage	Additional Information
221 N 22 nd St. (faculty/ staff residence)	1,972	Purchased 2007
325 N 23 rd St. (Hoffman House)	5,180	Purchased 1959
411 N 23 rd St. (faculty/ staff residence)	1,898	Purchased 2002
425 N 23 rd St. (faculty/ staff residence)	1,700	Purchased 2003
316 N 26 th St. (faculty/ staff residence)	2,074	Gift 2000
429 N 23 rd St. (faculty/ staff residence)	2,714	Purchased 1997
2144 Chew St. (faculty/ staff residence)	2,148	Gift 2000
2152 Chew St. (faculty/ staff residence)	2,738	Purchased 2000
2222 Chew St. (External Affairs)	3,100	Purchased 1988
2238 Chew St. (Hillel & Sociology/ Anthropology)	19,648	Purchased 1995 & 2000; Renovation/ Addition 2010
2242 Chew St. (Global Education)	4,567	Purchased 2015
2252 Chew St. (Multicultural House)	3,726	Purchased 2006
2601 Chew St. (Guest House)	2,662	Purchased 1999
2604 Chew St. (faculty/ staff residence)	2,500	Purchased 1991
2610 Chew St. (faculty/ staff residence)	1,568	Purchased 2004
2626 Chew St. (faculty/ staff residence)	2,653	Purchased 2009
339 N Leh St. President's House	4,353	Constructed 1927, Purchased 1964; Renovation / Addition 1992
2315 Liberty St. (faculty/ staff residence)	1,600	Purchased 2005
2339 Liberty St. (faculty/ staff residence)	1,285	Purchased 1986
2343 Liberty St. (Newman Center)	1,285	Purchased 1988
2625 Liberty (faculty/ staff residence)	3,500	Purchased 1986
Baker Center for the Arts	83,429	Constructed 1976
Dr. Forrest G. Moyer Hall	44,332	Constructed 2000
Egner Chapel	10,140	Constructed 1930, Restoration 1979
Ettinger Building	49,400	Constructed 1903, Reconstructed 1948, Renovated 1991
Garage/ Paint Shop	6,510	Constructed 1970
Haas College Center	32,984	Constructed 1929, Renovated 1990
Life Sports Center	165,147	Constructed 1954; Additions: 1982, 1991 & 2004
New Science Building	47,362	Constructed 2006
Peter Gabriel House	6,390	Constructed 1905

Plant Services Building	14,683	Constructed 1904, Reconstructed 1952, Additions: 1990 & 2003
Seegers Union	98,315	Constructed 1963, Additions: 1978, 1993, 1999, 2006, Renovation/ Addition 2010
Shankweiler Biology Building	38,373	Constructed 1970, Renovated 2006
Trexler Library	71,468	Constructed 1988
Trexler Pavilion for Theatre & Dance	44,002	Constructed 2000
Trumbower Science Building	62,685	Constructed 1927
Walson Hall	16,664	Constructed 1912
215 Ott St.	1,444	Purchased 2005
233 Ott St.	2,536	Purchased 2001
2309 Turner St.	10,500	Renovation & Addition 2010

STUDENT RESIDENCES

Building	Gross Square Footage	Additional Information
319-321 N 22 nd St. (M.I.L.E.)	3,318	Purchased 1996
320 N 22 nd St. (Delta Zeta, Fred Augustus House)	5,130	Purchased 1968
323 N 22 nd St. (M.I.L.E.)	1,753	Purchased 1995
330 N 22 nd St. (Phi Mu)	4,815	Purchased 1952
409-411 N 22 nd St. (M.I.L.E.)	1,596	Leased 1998
413-415 N 22 nd St. (M.I.L.E.)	1,596	Leased 2011
407-409 N 23 rd St. (M.I.L.E.)	4,858	Purchased 1995
423 N 23 rd St. (M.I.L.E.)	3,600	Purchased 1993
427 N 23 rd St. (M.I.L.E.)	2,714	Purchased 1997
435 N 23 rd St. (M.I.L.E.)	2,113	Purchased 2012
437 N 23 rd St. (M.I.L.E.)	2,113	Purchased 2006
439 N 23 rd St. (M.I.L.E.)	4,270	Purchased 1994
318 Albright St. (M.I.L.E.)	2,884	Purchased 1998
414 Albright St. (M.I.L.E.)	2,106	Purchased 1998
428 Albright St. (M.I.L.E.)	2,292	Purchased 1998
432 Albright St. (M.I.L.E.)	1,944	Purchased 1998
2135 Chew St. (M.I.L.E.)	2,401	Purchased 2002
2137 Chew St. (M.I.L.E.)	2,401	Purchased 2001
2141 Chew St. (M.I.L.E.)	2,401	Purchased 1999
2142 Chew St. (M.I.L.E. EMS)	2,700	Purchased 2000
2143 Chew St. (M.I.L.E.)	1,812	Purchased 2000

2145 Chew St. (M.I.L.E.)	2,519	Purchased 1995
2147 Chew St. (M.I.L.E.)	2,147	Purchased 1994
2201 Chew St. (M.I.L.E.)	22,060	Constructed 2007
2206 Chew St. (M.I.L.E.)	3,220	Purchased 1987
2208 Chew St. (M.I.L.E.)	3,100	Purchased 1989
2214 Chew St. (M.I.L.E. Garden House)	1,994	Purchased 1999
2216 Chew St. (M.I.L.E. Tree House)	2,750	Purchased 1992
2220 Chew St. (vacant)	3,100	Purchased 2015
2221 Chew St. (Alpha Chi Omega, Millerheim)	6,341	Purchased 1959
2223 Chew St. (M.I.L.E.)	1,872	Purchased 1995; Renovated/ Addition 2009
2302 Chew St. Alpha Tau Omega (Hillcrest)	9,456	Greek Off Campus, Renovated 2015
2310 Chew St. (Hillside)	9,550	Greek off campus
2202 Gordon St. (M.I.L.E.)	1,458	Purchased 1982
2228 Gordon St. (M.I.L.E.)	3,867	Purchased 1972
2235 Gordon St. (M.I.L.E.)	3,760	Purchased 1996
2245 Gordon St. (M.I.L.E. Keck House)	5,016	Constructed 1994
415-419 Leh St. (M.I.L.E.)	10,871	Purchased 2000
2216 Liberty St. (M.I.L.E.)	2,744	Purchased 1998
2241-2243 Liberty St. (M.I.L.E.)	5,741	Purchased 1994
2245 Liberty St. (M.I.L.E.)	2,632	Purchased 1998
2251 Liberty St. (M.I.L.E.)	3,174	Purchased 1994
2317 Liberty St. (M.I.L.E.)	1,600	Gift 1993
2333 Liberty St. (M.I.L.E.)	1,818	Purchased 1963
2411 Liberty St. (M.I.L.E.)	1,482	Purchased 1995
Benfer Hall	21,533	Constructed 1965
Brown Hall	50,100	Constructed 1916
The Courts	8,460	Constructed 2016
East Hall	61,976	Constructed 1903, Addition 2013, Renovated 2014
Kathryn P. Taylor Hall	35,722	Constructed 1996
Martin Luther Hall	56,642	Constructed 1957, Renovated 1977, 1989, 1994; Addition 1989
Prosser Hall	58,506	Constructed 1965, addition 1978
Robertson Hall	29,620	Constructed 2002
South Hall	31,400	Constructed 2002
The Village (M.I.L.E.) & Commons	43,065	Constructed 2007
Walz Hall	35,578	Constructed 1960, Addition 2001
2442 Tilghman St. (M.I.L.E.)	5,568	Purchased 1998

PROPERTY ACREAGE

Property	Acreege	Additional Information
The Raker Wildlife Preserve	38	Gift 1989
Graver Arboretum	64	Gift 1993
Allentown Campus Properties	82	
Total Acreege	184	

3. RESIDENCE CAPACITIES

	Capacity	Fall 2016 Occupancy
RESIDENCE HALLS		
Benfer	115	106
Brown	182	174
East	179	157
Martin Luther	253	243
Robertson	68	68
South	72	71
Prosser	283	274
Taylor	115	111
The Courts	40	37
Walz	192	191
Subtotal	1,499	1,432
MILE/GREEK HOUSING (COLLEGE OWNED)		
MILE	418	414
Augustus/Delta Zeta	13	12
12Henrietta/Phi Sigma Sigma	16	15
Millerheim/Alpha Chi Omega	18	16
330 N 22nd/Phi Mu	5	5
2202 Gordon/DTD	4	4
Subtotal	474	466
GREEK HOUSING (NON-COLLEGE OWNED)		
Alpha Tau Omega	24	22
Subtotal	24	22
OTHER HOUSING		
Off Campus		167
Commuters		42
Education Abroad		96
Washington Semester		1
Subtotal		306
TOTAL		2,226

III. Academic Resources and Technology

1. TREXLER LIBRARY

Trexler Library is the place to study, meet other students, do research (online and in the library) check out books, DVDs, and music, and receive expert assistance with research projects and other information needs.

COLLECTIONS

	Print Books	E-Books	Journal Titles*	Research Databases	A V	Microforms	Gov't Docs.
2011-2012	228,710	25,400	38,453	54	13,389	138,343	335,311
2012-2013	230,651	38,809	38,450	59	53,148a	137,774	346,448
2013-2014	234,238	78,142	40,762	73	57,185a	139,206	349,305
2014-2015	236,297	108,619	42,673	73	90,358a	139,580	374,025
2015-2016	237,098	330,645	33,002	73	98,530a	139,914	374,025

*Includes both Print and Electronic Titles

a: addition of streaming collections

LIBRARY USE STATISTICS

	Circulation	Reserve Uses	Interlibrary Loan		Research Consultations	Library Instruction
			Borrowed	Loaned		
2011-2012	24,236	32,068	7,530	1,846	1,470	291 / 4,490
2012-2013	20,461	35,377	6,509	1,701	1,055	294 / 4656
2013-2014	20,129	39,873	7,473	1,891	1,068	280 / 4,638
2014-2015	17,247	27,822	7,505	1,819	917	338 / 4,498
2015-2016	19,866	**	8,916	2,707	1,261	341 / 5,999

** Due to new system changes, both library and learning management system, reserve uses is not available.

HOURS OF OPERATION PER YEAR

Academic semester	105 hrs/wk
Break periods	40 hrs/wk
Summer session	70 hrs/wk
During Finals	24 hrs (open continuously)

Flexible spaces throughout Trexler Library enable group study, silent research, social learning and interactive activities. Additionally, the library now offers fresh brewed Starbucks Coffee. Information services include one-on-one research appointments, citation consultations, library instruction, and walk-in, and e-mail reference services. Librarians throughout the library work with students, faculty, staff, and community members to provide programs that highlight the collections and facilitate intellectual engagement in research and conversation. The library also serves as a Federal Depository Library and provides local residents and the campus community with access to government publications. Whether visiting the library physically or virtually, the library supports a wide variety of resource types, including books, journals, maps, audio/visual materials, and music scores. The library is developing a robust audio-visual collection and digital reproductions of unique collections.

Highlights of the library include an Information Commons, Writing and Information Consultation Center, collaborative spaces, group study rooms, and a One-Button Presentation Practice studio. The Writing and Information Consultation Center brings the Public Outreach and Information Literacy librarians together with

the Writing Center tutors to provide one central location for shared consultations. The Special Collections are designated as a “We the People” collection for the extensive Pennsylvania Dutch works and have received international recognition for the ancient papyri collection. Special Collections also is making more available through online collections, such as *The Weekly*, the Robert C. Horn Papyri collection, and the Muhlenberg Family Papers.

2. MARTIN ART GALLERY

The Martin Art Gallery provides the Muhlenberg and Lehigh Valley communities with the opportunity for increased understanding of the visual arts, art history, and cultural diversity through the display of the College’s impressive permanent collection as well as through special exhibitions of work by contemporary artists, art faculty, or in collaboration with other art institutions. The Gallery’s year-round exhibition schedule is enhanced by gallery talks, artist receptions, and cross-curriculum programs. It occupies a prominent location on campus in the Baker Center for the Arts, a striking arts facility designed by renowned American architect, Philip Johnson.

The permanent collection consists of the Tonner Collection, more than 1,700 works-on-paper that range from 16th- century European masters such as Albrecht Durer to 19th-century American artists such as James Abbott McNeill Whistler and Mary Cassatt. Also part of the collection is a complete 20-volume set (more than 700 images) of Edward S. Curtis’s photogravures, *The North American Indian*, and contemporary paintings, prints, sculpture, and photography. Some of the 20th-century artists whose work is represented in the collection include Imogen Cunningham, Richard Anuskiewicz, Robert Rauschenberg, Mark di Suvero, and Harry Bertoia.

Information about the Martin Art Gallery is accessible at www.muhlenberg.edu, www.facebook.com/martinartgallery or by calling 484.664.3467. All Gallery exhibitions and programs are free and open to the public. Hours are Tuesdays through Saturdays, noon to 8:00PM. and morning hours by appointment. Closed during major holidays and semester breaks.

3. ACADEMIC RESOURCE CENTER

The Academic Resource Center (ARC) provides support for students’ academic transition, engagement, growth, and achievement through a holistic, community-based approach to academic support and student development. All services are offered free of charge on a first-come basis.

Among its services, ARC offers:

- Transition workshops which help students more quickly acclimate to faculty expectations and the demands of the college classroom.
- Learning Assistants embedded within critical gateway courses who help students build the habits of mind that enable their long-term success.
- Individual peer tutors who can work with students in developing content-specific approaches to learning, critical thinking, and problem solving.
- Study groups for students looking to deepen their understanding of core course concepts.

- Socio-linguistic support for international students making the transition from countries where English is not the primary mode of instruction.
- Professional learning strategists who can promote self-management, self-direction, and self-advocacy using non-directive, student-centered approaches within an evidence-based framework.

Transition Workshops

Each year, ARC offers workshops to assist first-year students with the transition from high school to college-level study. Each workshop is offered twice during the fall semester, once in the late afternoon and again in the evening. Topics include time management, notetaking, how to read a textbook, memory, and exam preparation.

Learning Assistants

Each semester, up to 25 learning assistants are assigned to critical, gateway courses. They work with students individually as well as facilitate weekly, content-specific study sessions. All learning assistants are certified tutors who have completed a one-unit course on Adult Personal and Cognitive Development. The learning assistants are currently supported through a grant from the Oak Foundation.

Tutoring

Each year, over 300 peer tutors work with students across a variety of subjects including but not limited to Mathematics, Chemistry, Physics, Biology, Psychology, Economics, and the foreign languages. The College Reading and Learning Association has certified Muhlenberg's peer tutoring program at the Master Tutor level since 1993. All tutors complete five hours of introductory training and five hours of intermediate training. Introductory training for new tutors includes role, policies and guidelines, professionalism, ethics, effective questioning and listening skills, establishing rapport, needs assessment, formative feedback, strategies for academic success, and referral. Intermediate training for new tutors includes cultural awareness, working with students with disabilities, and executive function coaching. Certified tutors must complete a minimum of 10 hours of training and 25 hours of direct student contact.

Content-Specific Study Groups

Throughout the entire academic year, ARC offers more than 40 content-specific workshops. Each session is scheduled in the evening for an hour and a half to two hours and is facilitated by tutors or learning assistants who work with content experts from within the discipline. ARC typically offers workshops in Calculus, Physics, Biology, Chemistry, Financial Accounting, Psychological Statistics, Music Theory, and Statistical Methods. Other workshops can be arranged at the request of faculty or students.

ESL Support

ARC has a full-time ESL coordinator who works with faculty and staff in constructing scaffolds that support international student transition, integration, and development. The ESL coordinator participates in pre-advising and pre-orientation for international students, conducts tutor training, and provides opportunities for information sharing and dialogue with first-year faculty. The ESL coordinator tracks international student progress and works with students individually as warranted.

Academic Coaching

ARC has two professional learning strategists who work with students to better understand their own academic needs, establish and track progress towards self-determined goals, hone and refine their approaches to learning, improve their organization and planning skills, and scaffold student decision-making. Appointments typically run anywhere from 30 minutes to one hour. Because the goal of academic coaching is self-sufficiency, we expect appointment frequency will vary over time based on each individual student's place in their own

development. Some students may benefit from a weekly meeting early on in their development while others may benefit from only a handful of meetings over the course of one semester.

4. WRITING CENTER

The Writing Center provides drop-in tutorial sessions, which usually last 30 minutes. All Muhlenberg students and employees are eligible for this service. Tutors--students selected through faculty recommendation, portfolio, and interview—receive training in a semester-long course called Writing Theory. They help writers develop their ideas, improve their organization, and refine matters of style and delivery. These sessions are on a first-come, first-serve basis at the Writing Center, located on Level A of the Trexler Library in the Writing and Information Consultation Center. Appointments can be made by visiting the Writing Center web site.

Drop-In Center Hours of Operation

Sunday through Wednesday 3:30PM to 5:30PM and 7PM to 11PM

Thursday 3:30PM to 5:30PM and 7PM to 9PM

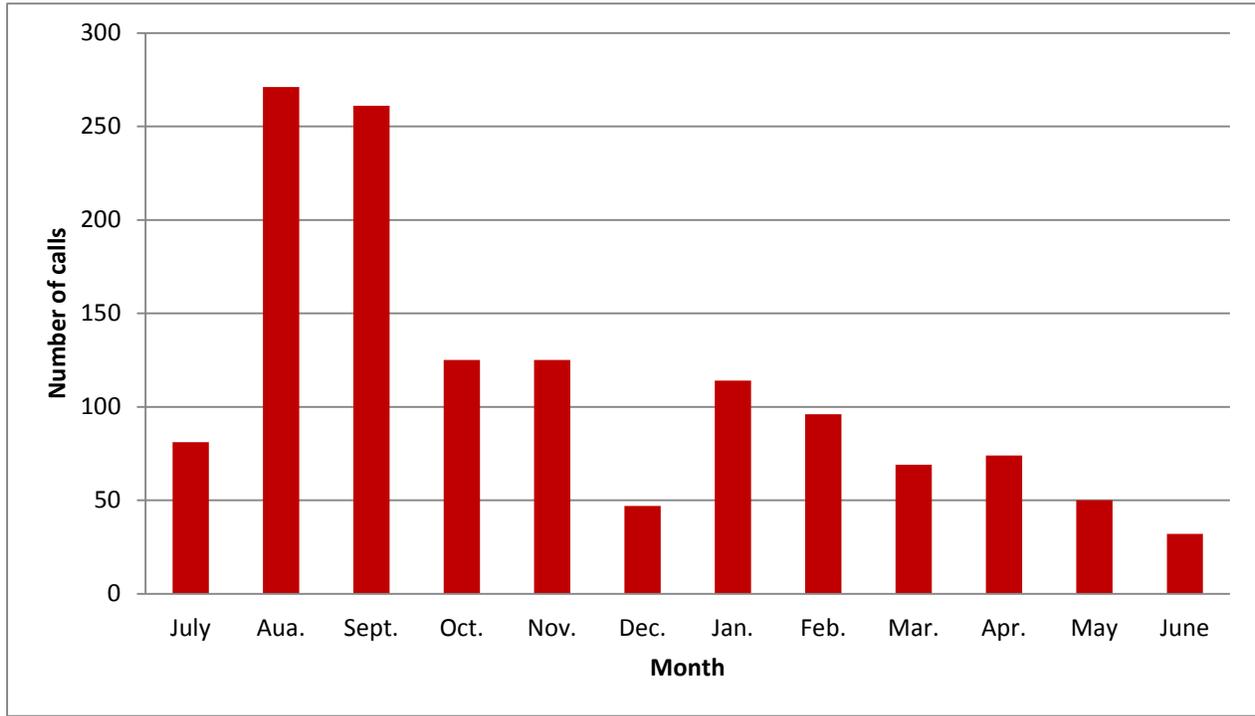
Writing Assistants (WAs) are assigned to First-Year Seminars and work closely with the professor. Together, the WA and professor help first-year students make the transition from high school to college writing. WAs attend class, lead workshop sessions on writing, and meet with seminar students individually and in small groups throughout the semester.

Writing Associates are writing tutors who are assigned to work with an upper-level writing-intensive class. These tutors do not necessarily attend all classes but work closely with the professor in developing writing workshops. Associates, possessing understanding of the material specific to the class, function as a resource both for the professor and the students throughout the semester.

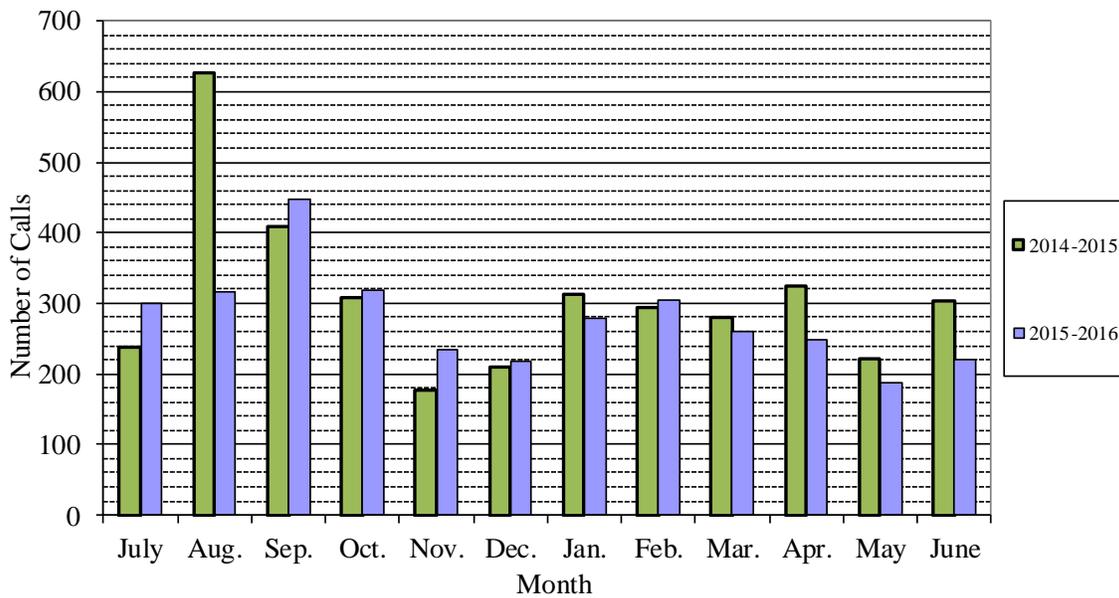
Writing Mentors provide weekly tutorial sessions for students who may benefit from more consistent, in-depth support. Mentors usually meet with students for one hour a week at a time and location that is convenient for the student and mentor. Students interested in working with a Writing Center Mentor should stop by the Academic Resource Center or contact Brian Borosky, x3276, Assistant Director of the Writing Center, on level A of the Trexler Library.

5. INFORMATION TECHNOLOGY

CALLS TO STUDENT HELP DESK, 2015-2016



CALLS TO FACULTY-STAFF HELP DESK BY FISCAL YEAR



6. THE CAREER CENTER

Contact: Tom Dowd , Director, Lower Level, Seegers Union, ext. 3170

The Career Center promotes career development by encouraging students to integrate their academic and co-curricular experiences by empowering them to:

EXPLORE – increase awareness of strengths, interests, skills, and values; gather information and experience to assist with informed decision making; promote curiosity about the world in anticipation of lives of leadership and service.

PREPARE – develop tools, strategies, skills, and knowledge related to goals; improve ability to understand and communicate the value of the Muhlenberg experience; navigate the challenges of college to career transition, and plan for lifelong learning to proactively manage a successful career path.

CONNECT – network with and build relationships with alumni professionals, parents, and other resources that will help clarify and achieve career goals; confidently demonstrate the ability to connect the campus and classroom experiences to the world beyond Muhlenberg.

To support its mission, the Center offers numerous programs and services for students.

- **Individual Appointments** - Students are encouraged to visit the Center as early as possible and individual appointments are available with the career counselors. In these sessions, students may choose to discuss topics such as determining career goals, resume development, interview preparation or finding a job or internship.
- **Workshops and Presentations** - The Career Center regularly holds workshops on topics such as resume writing, developing job search strategies, finding summer jobs/internships, networking, and college-to-career transition.
- **Special Programs** - Among the programs offered are those that expose students to working professionals and the world beyond college. The Career Center offers Career Road Trips in which students can travel to major metropolitan areas to visit organizations and network with alumni. Students may participate in the Muhlenberg Shadow Program which links students with alumni for a “Day in the life” type of experience over winter break. In addition to these specific programs, the Center offers many industry guest speakers and panels that students can attend.
- **The Muhlenberg Network** – This online platform (www.themuhlenbergnetwork.com) is designed to connect the entire Muhlenberg community. Both students and alumni can search for and connect with Muhlenberg alumni and parents in their field of interest. Students can seek out and connect with mentors to help clarify their career goals and build their professional network.
- **Employer Connections** – On Berg Career Vault (www.muhlenberg.edu/hiremules), students can find internship and job postings that are recruiting Muhlenberg students and alumni. These postings are cultivated by the Career Center and also feature opportunities that are referred by alumni and parents.

In addition to serving students, the Career Center provides **free lifetime support to all Muhlenberg alumni**. Alumni are encouraged to take advantage of available services. The Career Center has resources, such as interactive webinar series, that are specifically designed for the more experienced professional.

For more information on the Career Center, please visit www.muhlenberg.edu/careercenter.

IV. Finance

1. STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS (ACTUAL)

	2015	2016
REVENUE		
Student Tuition & Fees	98,673,103	103,427,115
Less: College Funded Scholarships	(35,881,139)	(39,877,342)
Net Tuition & Fees	62,791,964	63,549,791
Gifts & Private Grants	3,081,338	2,428,332
Endowment Income	5,158,862	6,128,938
Endowment Gains (Losses) & Gains from Spending Policy	(2,669,218)	(6,644,160)
Auxiliary Enterprises	21,658,205	23,163,973
Other Sources	1,904,955	(219,025)
SUBTOTAL	91,926,106	88,407,849
NET ASSETS RELEASED FROM RESTRICTIONS	6,152,878	5,816,652
TOTAL REVENUE	98,078,984	94,224,501
EXPENSES		
Instruction & Research	43,238,054	45,113,839
Library	3,109,188	3,197,098
Student Services	9,952,733	10,510,693
General Administration	7,285,954	6,760,596
Gen. Institutional Exp.	9,951,547	11,281,564
Depreciation	8,125,465	8,394,687
Auxiliary Enterprises	12,338,665	12,615,581
TOTAL EXPENSES	94,001,606	97,874,058
INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS	4,077,378	3,649,557
CHANGE IN TEMPORARILY RESTRICTED NET ASSETS		
Private Gifts, Bequests and Grants	1,923,277	2,148,477
Endowment Income	2,064,790	2,122,396
Endowment Gains (Losses)	(1,446,502)	(5,762,984)
Other Sources	615,005	497,771
Net Assets Released From Restrictions	(6,151,723)	(5,816,652)
INCREASE (DECREASE) IN TEMPORARILY RESTRICTED NET ASSETS	(2,995,153)	(6,810,992)
CHANGE IN PERMANENTLY RESTRICTED NET ASSETS		
Private Gifts, Bequests & Grants	2,373,488	2,965,109
Endowment Income	166,179	118,442
Net Change in Beneficial Interest in Perpetual Trusts	(166,092)	(674,377)
Depreciation	(1,156)	-
INCREASE (DECREASE) IN PERMANENTLY RESTRICTED NET ASSETS	2,372,419	2,409,174
INCREASE (DECREASE) IN NET ASSETS		
NET ASSETS		
Beginning of Year	388,000,124	391,454,768
End of Year	391,454,768	383,403,293

2. ACTUAL REVENUE AND EXPENSES, PERCENTAGE

	2015	2016
PERCENT OF REVENUES		
Net Tuition & Fees	64.02%	67.45%
Gifts & Private Grants	3.14%	2.58%
Endowment Income	5.26%	6.50%
Endowment Gains (Losses & Gains) From Spending	(2.72%)	(7.05%)
Auxiliary Enterprises	22.08%	24.58%
Other Sources	1.94%	(0.23%)
SUBTOTAL	93.73%	93.83%
Net Assets Released From Restrictions	6.27%	6.17%
PERCENT OF EXPENSES		
Instruction & Research	46.00%	46.09%
Library	3.31%	3.27%
Student Services	10.59%	10.74%
General Administration	7.75%	6.91%
General Institutional Expenses	10.59%	11.53%
Depreciation	8.64%	8.58%
Auxiliary Enterprises	13.13%	12.89%

3. ENDOWMENT STATISTICS, DOLLAR AMOUNTS BY FISCAL YEAR

	2011-12	2012-13	2013-14	2014-15	2015-16
OPENING BALANCE IN THOUSANDS	150,241	149,467	188,712	247,721	247,162
Gifts and Bequests	4,080	2,464	2,475	3,043	3,227
Earned Income	3,559	7,778	6,463	6,486	5,557
Realized Net Gain (Loss) on Sale of Investments	6,320	959	17,416	5,434	(3,991)
Income Used, Operations	(5,935)	(6,289)	(6,433)	(6,944)	(7,911)
Endowment Management and Associated Expenses	(310)	(327)	(284)	(637)	(702)
Unrealized Gain (Loss)	(11,933)	4,591	3,676	(8,521)	(5,417)
Net, all transfers and deductions	3,445	30,069	35,696	580	640
CLOSING BALANCE	149,467	188,712	247,721	247,162	238,565

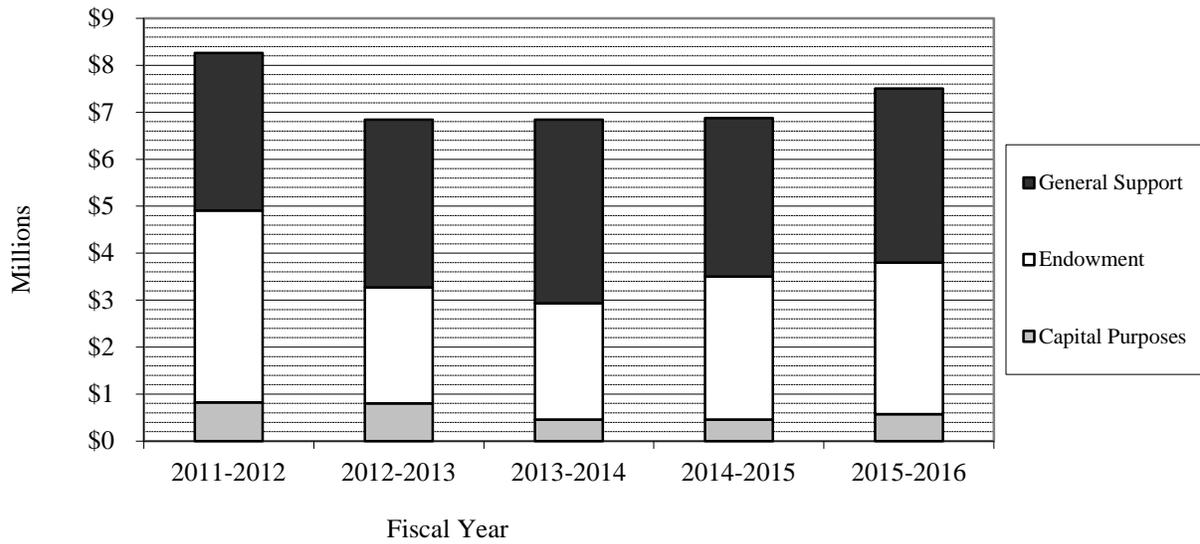
4. ANNUAL PRIVATE GIFTS, DOLLAR AMOUNTS BY FISCAL YEAR

	2011-12	2012-13	2013-14	2014-15	2015-16
TOTAL CASH GIFTS IN THOUSANDS					
For Capital Purposes	\$825	\$806	\$456	\$456	\$574
For Endowment	\$4,080	\$2,464	\$2,475	\$3,043	\$3,227
For General Support	\$3,356	\$3,576	\$3,909	\$3,379	\$3,702
Unrestricted	\$1,934	\$2,086	\$2,113	\$2,129	\$2,205
Restricted	\$1,422	\$1,490	\$1,796	\$1,250	\$1,497
TOTAL	\$8,261	\$6,846	\$6,840	\$6,878	\$7,503

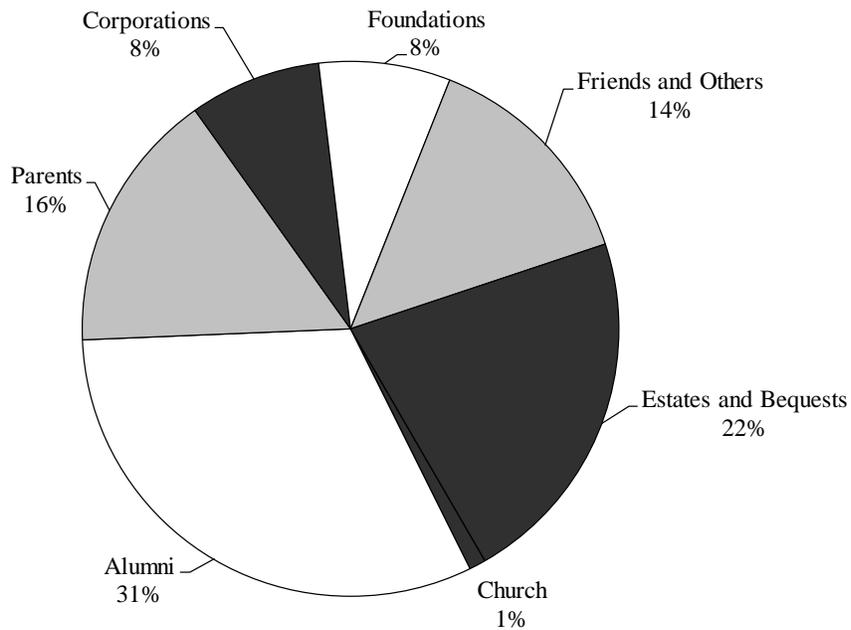
5. ANALYSIS OF GENERAL SUPPORT GIFTS, PERCENTAGES BY FISCAL YEAR AND SOURCE

	2011-12	2012-13	2013-14	2014-15	2015-16
Church	0%	0%	1%	<1%	<1%
Alumni	29%	34%	38%	37%	32%
Parents	11%	14%	23%	18%	16%
Corporations	3%	3%	2%	2%	8%
Foundations	20%	16%	14%	7%	8%
Friends and Others	9%	15%	17%	20%	14%
Estates and Bequests	28%	18%	5%	15%	22%

6. *GRAPH: ANNUAL PRIVATE GIFTS BY FISCAL YEAR AND COMPONENT*



7. *GRAPH: GENERAL SUPPORT GIFTS, 2015-2016 BY SOURCE*



8. SELECTED MAJOR GRANTS

2012	
Dexter F. and Dorothy H. Baker Foundation – Scholarships, Summer Music Theatre, artists residencies and graduation awards	\$56,900
The Century Fund – Scholarships	\$50,000
National Science Foundation – Undergraduate research support	\$54,000
Oak Foundation – Programmatic support for the Academic Resources Center and services for students with learning differences	\$500,000
Sentience Foundation – Undergraduate research experiences and Brain Camp for high school students run by Muhlenberg College	\$40,000

2013	
The Andrew W. Mellon Foundation – General curriculum and digital technologies development grant	\$100,000
The Century Fund – Scholarships	\$50,000
Dexter F. and Dorothy H. Baker Foundation – Scholarships and Artist-in-Resident Program	\$63,000
The Donald B. and Dorothy L. Stabler Foundation – Endowment for Scholarships	\$400,000
The George Alden Trust – Trumbower Lab 210 Renovation	\$125,000

2014	
The Andrew W. Mellon Foundation – To support six interconnected initiatives aimed at globalizing the curriculum, increasing student study abroad opportunities, and strengthening faculty scholarship in the liberal arts	\$428,000
The Century Fund - Scholarships	\$50,000
Dexter F. and Dorothy H. Baker Foundation - Scholarships, Artist-in-Residence Program and Summer Music Theatre	\$53,000
The Sentience Foundation - Undergraduate research experiences and Brain Camp, a summer camp for high school students run by Muhlenberg College	\$40,000
The William Morris Foundation – Scholarships	\$50,000

2015	
The Center for Undergraduate Research in Mathematics at Brigham Young University - Undergraduate research experiences in mathematics	\$25,800
The Century Fund - Scholarships	\$50,000
Dexter F. and Dorothy H. Baker Foundation - Scholarships, Artist-in-Residence Program and Summer Music Theatre	\$56,000
National Institutes of Health - Undergraduate research experiences in biology	\$387,900
National Science Foundation - Undergraduate student scholarship support in biology	\$608,000
The Sentience Foundation - Undergraduate research experiences in neuroscience; Support for Brain Camp, a summer camp for high school students run by Muhlenberg College	\$40,000
The William T. Morris Foundation – Scholarships	\$50,000

2016	
The Andrew W. Mellon Foundation – Presidential Initiatives	\$100,000
The Century Fund – Scholarships	\$50,000
Dexter F. & Dorothy H. Baker Foundation – Scholarships, Artist-in-Residence Program and Summer Music Theatre	\$56,000
Mathematical Association of American – Undergraduate research experience in mathematics	\$27,480
National Science Foundation (REU) – Undergraduate research experience in mathematics	\$323,916
National Science Foundation (RUI) – Undergraduate research experience in physics	\$165,000
Sentience Foundation – Undergraduate research experiences in neuroscience. Support for Brain Camp, a summer camp for high school students run by Muhlenberg College	\$40,000
William T. Morris Foundation – Scholarships	\$50,000

PERSONNEL

I. Organization

1. CHAIRMEN OF THE BOARD OF TRUSTEES

The Honorable Robert E. Wright	1867 - 1868	George B. Balmer	1951 - 1960 LLD.
Frederick A. Muhlenberg	1868 - 76, ex officio AB, Jefferson College, 1836; AM, Princeton Theological Seminary, 1838; DD, Pennsylvania College, 1867; LLD, Franklin & Marshall College, 1881; LLD, Muhlenberg College, 1881.	Dr. Lester E. Fetter	1960 - 1972 AB, Muhlenberg College, 1935; DD.
Rev. William Rath	1876 - 1886 AM, Gettysburg College.	Paul C. Empie	1972 - 1979 DD, LHD, LLD, ThD.
George F. Spieker	1886 - 1894 AB, Baltimore City College, 1863; AM, Philadelphia Theological Seminary, 1867; DD, Roanoke College, 1887. <i>Professor of Hebrew</i>	John A. Deitrich	1979 - 1987 BS, Muhlenberg College, 1935; MBA, Harvard University, 1950; ScD, Muhlenberg College, 1987.
Rev. Stephen A. Repass	1894 - 1896 AB, Roanoke College, 1866; DD, Philadelphia Theological Seminary, 1869. <i>Professor of Christian Evidences</i>	Wayne R. Keck	1987 - 1994 BS, Muhlenberg College, 1944; DH, Muhlenberg College, 1994.
Hon. Gustav A. Endlich	1896 - 1910 LLD.	David M. Long, Jr.	1994 - 2002 BS, Muhlenberg College, 1951; MS, Hahnemann University, 1954; MD, Hahnemann University, 1956; PhD, University of Minnesota, 1965.
Major Enos R. Artman	1910 - 1913	John M. Heffer	2002 - 2005 BA, University of Pennsylvania, 1968.
Dr. Reuben J. Butz	1913 - 1951 AB, Muhlenberg College, 1887; LLD.	Richard F. Brueckner	2005-2013 AB, Muhlenberg College, 1971.
		Richard C. Crist, Jr.	2013-Present AB, Muhlenberg College, 1977.

2. THE BOARD OF TRUSTEES

OFFICERS OF THE BOARD, 2015-2016

Mr. Richard C. Crist '77	Chair
Ms. Karen Wagoner '71	First Vice Chair
Ms. Tammy Bormann '83	Second Vice Chair
Mr. Jeffrey Porphy '89	Third Vice Chair
Mr. Richard P. Romeo '79	Secretary

TRUSTEES

Mr. Kim D. Bleimann '71	Mr. Jeffrey S. Hoffman P'10
Ms. Sandra L. Smith Bodnyk '73	Nancy Hutton, M.D. '75
Ms. Tammy L. Bormann '83, P'16	Mr. Lawrence "Lon" Jacobs P'15
Lance Richard Bruck, M.D., F.A.C.O.G., F.A.C.S. '89	Ms. Sandra Schuyler Jaffee P'04
Rev. Claire S. Burkat	Rev. Wilma S. Kucharek
Ms. Linda M. Speidel Cenci '75, P'06	Mr. John D. "Jack" Ladley '70, P'01
Dr. Cecilia A. Conrad	Mr. N. Danté LaRocca '78
Mr. Richard C. Crist, Jr. '77, P'05, P'09, Board Chair	Mr. Raymond McDaniel P'17
Ms. Beth M. Adderly Donaldson '92	Ms. Beatrice O'Donnell, P'10
Mr. Stuart W. Freiman '75	Mr. Douglas J. Peebles '87
Mr. Gerald A. Galgano '80, P'11, P'14	Mr. Jeffrey R. Porphy '89
Mr. V. James Galgano '78, P'08	Mr. Richard P. Romeo '79
Dr. Wilson F. Gum, Jr. '61	Mr. Harold "Sam" Stovall '77
Ms. Julie Pfanstiehl Hamre '72	Ms. Donna Bradley Tyson '78
Mr. John M. Heffer P'96	Ms. Karen White Wagoner '71
	Mr. John I. Williams, Jr., President
	Rev. Dr. Samuel R. Zeiser

LIFE TRUSTEES

Mrs. Dorothy H. Baker	Mr. Lawrence A. Greene, Jr.
Paul C. Brucker M.D. '53, GP'09	Mr. Donald T. Shire P '90, GP'10, GP'12
Mr. H. Warren Dimmig '42	Rev. Dr. Harold Weiss '52

TRUSTEES EMERITI

Arthur A. Altman, M.D. '53, P'84, GP'13
 Mr. Eric Berg '78
 Mr. Richard F. Brueckner '71, P'04, P'10
 Ms. Barbara Fretz Crossette '63, P'82, GP'13
 Mr. Edward M. Davis, Jr. '60
 Ms. Susan E. Ettelman Eisenhower '77
 Dr. Lona M. Farr '62, P'94
 Mr. Gregory J. Fox '76
 Ms. Marion E. Glick '82

Ms. Melanie R. Mika Mason '83
 Mr. William D. Miers '49, GP'97
 Mr. David J. Nowack '67
 Ms. Susan Kienzle Pobjoy '73
 Mr. Joseph B. Scheller
 Rev. Eric C. Shafer '72
 Mr. Paul A. Silverman '78
 Mr. James A. Skidmore, Jr. '54
 Ms. Joan C. Triano '81

EXECUTIVE COMMITTEE OF THE BOARD

Ms. Tammy L. Bormann '83, P'16
Second Vice Chair
 Lance Richard Bruck M.D., F.A.C.O.G., F.A.C.S. '89
 Mr. Richard C. Crist '77, P'05, P'09
Chair
 Ms. Julie Pfanstiehl Hamre '72
 Ms. Sandra Schuyler Jaffee P'04
 Mr. John D. "Jack" Ladley '70

Mr. Jeffrey Porphy '89
Third Vice Chair
 Mr. Richard Romeo
Secretary
 Dr. John B. Rosenberg '63
 Mr. Arthur A. Scavone '81
 Ms. Karen Wagoner '71
First Vice Chair
 Mr. John I. Williams, Jr.
President

BOARD OF OBSERVERS

Ms. Lisa Alpert P'13
 Mr. Robert Alpert P'13
 Glenn T. Ault, M.D. '87
 Mr. Richard Ben-Veniste '64
 Mr. Timothy Birch '80
 Mr. Scott Burke '00
 Mr. Stephen P. Crane '77
 Mr. Kyle David '05
 Mr. John H. Dean '78
 Alan H. DeCherney, M.D. '63
 Ms. Donnalee A. DeMaio-Bijou '81
 Ms. Mary Jane DePaul-Nehring '76
 Mr. David J. M. Erskine '68
 Mr. Bruce E. Gover, Jr. '02
 Mr. Alan B. Gubernick '83
 Mr. Eric H. Hildenbrand '00
 Dr. Jeannette R. Ickovics '84
 Ms. Carolyn S. Ikeda '76
 Hon. Jan R. Jurden '85

Mr. Jeffrey D. Koehler '79
 Glenn Kratzer, M.D. '70, P'95
 Mr. Joshua A. Lindland '98
 Mr. Garry Lischin P'12
 Carey M. Marder, M.D. '68, P'06
 Mr. Alfred P. McKeon '85, P'15
 Edgar P. Nace, M.D. '61
 Mr. John C. Oberle '81, P'12, P'15
 Lucy Puryear, M.D. '81
 Mr. Alan C. Routh P'13
 Mr. Gil Rudolph P'10
 Mr. Neil J. Sandler P'14
 Mr. David S. Silber '98
 Raymond Singer, M.D. '80
 Mr. Steven Starker '87
 Ms. Nancy A. Thornberry '79
 Ms. Donna Van Fleet '68
 Mr. Taras Zawarski '76
 Mark E. Zuckerman, M.D. '78

3. SENIOR STAFF (REPORTING TO THE PRESIDENT) ORGANIZATION AND RESPONSIBILITIES

Rebekkah Brown, Vice President Advancement

Gifts and grants; prospect research; capital campaign; planned giving; annual giving; career services; alumni relations; corporate and foundation relations.

Michael S. Bruckner, Vice President of External Affairs and Community Relations

Networking, mentoring, Elite Scholars Program, communications, community engagement and the Board of Associates.

Allan Chen, Chief Information Officer

Strategic direction for technology support; planning, directing, and managing information and technology resources campus-wide, including academic and administrative computing, user training and support, instructional design services, media services, network and data security, telephone services, and video technologies.

Kent A. Dyer, Chief Business Officer & Treasurer

Endowment policy and performance; financial planning; asset management; business affairs; human resources; payroll; receivables; purchasing; budget preparation and monitoring; property acquisition; risk management; general services; bookstore; added responsibility in facilities and plant operations.

Allison Gulati, Vice President for Student Affairs & Dean of Students

Residential services; student counseling; health services; judicial board; student government; student activities; athletics and fitness programs; campus safety and security; fraternities and sororities; community service programs; summer conferences; Seegers Union including events calendar, food services.

Christopher Hooker-Haring, Vice President of Enrollment Management

Enrollment projections; admissions and recruitment; student financial aid; school and campus visitation programs.

Callista Isabelle, Chaplain

Campus religious life; Chapel Christian worship; coordinate efforts with Roman Catholic and Jewish ministry affiliates; Opening Convocation.

Kathleen Harring, Interim Provost/Vice President of Institutional Effectiveness and Planning

Academic programs, policies, and curriculum; academic records; faculty recruitment, development, evaluation, promotion, and tenure review; academic department budgets; Institute for Jewish-Christian Understanding; added responsibility for Wescoe School.

4. MANAGERS REPORTING DIRECTLY TO SENIOR STAFF, AND RESPONSIBILITIES

Rebekkah Brown, Vice President Advancement

Jill Anderson, Assistant Vice President for Annual Giving & Advancement Services

Kimberly Anderson, Director of Special Projects

Natalie Hand, Assistant Vice President of Alumni Affairs & Career Services

Deborah J. Kipp, Senior Associate Vice President for Development

Michael Bruckner, Vice President of External Affairs and Community Relations

Michael Falk, Director of Athletic Communications

Nicole Gum, Director of College Communications

William Keller, Senior Director Communications

Joseph Swanson, WMUH Station Manager

Kenneth P. Butler, Executive Assistant to the President & Board of Trustees

Allan Chen, Chief Information Officer

Phedra Henninger, Director Client Support Services

Robert Mahar, Director Infrastructure & Networking

Thomas Roth, Director Enterprise Applications

Thomas Sciarrino, Director Instructional Technology and Digital Learning

Kent A. Dyer, Chief Business Officer & Treasurer

Brian Blenis, Director of Purchasing

James Bolton, Director of Plant Operations

Jason Feiertag, Assistant Treasurer

Linda Nemes, Assistant to the Chief Business Officer & Treasurer

Karen Normann, Manager, Bookstore

Ellen Pothering, Controller

David Rabold, Capital Projects Manager

Anne Speck, Vice President, Human Resources

Allison Gulati, Vice President of Student Affairs & Dean of Students

Brynnmarie Dorsey, Director of the Student Health Center

Brian Fidati, Director and Chief, Department of Campus Safety/Police

Glenn Gerchman, Director of Student Union and Campus Events

Corey Goff, Director of Athletics

Beth Halpern, Director of Community Service and Civic Engagement

Anita Kelly, Director of Counseling Services

Tara Leigh Sands, Interim Director, of Student Leadership Development & Greek Affairs

Jane Schubert, Judicial Officer, Associate Dean of Students

Janette M. Schumacher, Director of Residential Services

5. CHIEF EXECUTIVE OFFICERS OF THE COLLEGE

PRINCIPALS OF ALLENTOWN SEMINARY

Reverend Christian R. Kessler	1848 – 1855	Reverend William Phillips, AM	1857 – 1859
Reverend William M. Reynolds, DD	1855 – 1857	Reverend William R. Hofford, AM	1859 – 1864

PRESIDENT OF THE ALLENTOWN COLLEGIATE AND MILITARY INSTITUTE

Reverend M. L. Hofford 1864 – 1867

PRESIDENT OF THE ALLENTOWN COLLEGIATE INSTITUTE

Reverend Samuel K. Brobst 1867 – 1867

PRESIDENTS OF MUHLENBERG COLLEGE**Frederick Augustus Muhlenberg** 1867 – 1876

AB, Jefferson College, 1836; AM, Princeton Theological Seminary, 1837-38; DD, Pennsylvania College, 1867; LLD, Franklin & Marshall College and Muhlenberg College, 1881.

J. P. Benjamin Sadtler 1877 – 1885

AB, Pennsylvania College, 1842; Theological Seminary at Gettysburg; DD, Pennsylvania College, 1867.

Theodore Lorenzo Seip 1886 – 1903

AB, Pennsylvania College, 1864; AM, Pennsylvania College, 1867; DD, University of Pennsylvania, 1886.

William Wackernagel 1903 – 1904*Acting President*

AB, Muhlenberg College, 1881; DD, University of Pennsylvania, 1883; LLD, Muhlenberg College.

John A. W. Haas 1904 – 1936

AB, University of Pennsylvania, 1884; AM, Lutheran Seminary at Mt. Airy; University of Leipzig; DD; LLD.

Robert C. Horn 1936 – 1937*Acting President*

AB Muhlenberg College; AM, PhD, University of Pennsylvania, 1926; LittD, Muhlenberg College.

Levering Tyson 1937 – 1951

AB, Gettysburg College, 1910; AM, Columbia University, 1911; LittD, Gettysburg College, 1930; LLD, Lehigh University, 1937; LLD, Franklin & Marshall College, 1939; LLD, Moravian College & Theological Seminary, 1942.

Quintity 1951 – 1952

Five-man Committee shared responsibilities of the presidency: Attorney George B. Balmer, President of the Board; Howard M. MacGregor, Treasurer; Sherwood Mercer, Dean; Morris S. Greth, Professor of Sociology and Clergyman; Luther J. Deck, Professor of Mathematics.

Morris S. Greth 1952 – 1953*Acting President*

AB, Muhlenberg College, 1922; BD, Lutheran Theological Seminary at Philadelphia, 1926; AM, University of Pennsylvania, 1924; PhD, University of Pennsylvania, 1930; LittD, Muhlenberg College, 1953.

J. Conrad Seegers 1953 – 1961

AB, Muhlenberg College, 1913; AM, Columbia University, 1916; PhD, University of Pennsylvania, 1930; LittD, Muhlenberg College, 1940; LLD, Lafayette College, 1953; LLD, Temple University, 1954; LHD, Franklin & Marshall College, 1955; LHD, Wagner College, 1957.

Erling N. Jensen 1961 – 1969

BA, Drake University, 1932; MA, Columbia University, 1933; PhD, Iowa State University, 1947; LittD, Lafayette College, 1962; LLD, Muhlenberg College, 1969; LLD, Drake University, 1969; LLD, Lehigh University, 1969.

John H. Morey 1969 – 1984

AB, College of Wooster; MA, PhD, Cornell University.

Jonathan C. Messerli 1984 – 1992

BS, Concordia College, 1949; MA, Washington University, 1952; PhD, Harvard University, 1963; LLD, Concordia College, 1981.

Arthur R. Taylor 1992 – 2002

BA, Brown University, 1957; MA, Brown University, 1961; HHD, Bucknell University, 1975; LLD, Mount Senario College; LHD, Rensselaer Polytechnic Institute, 1975; LHD, Simmons College, 1975; HHD, Allentown College of St. Francis de Sales, 1991.

James Steffy 2002 – 2003*Interim President*

Curtis Institute of Music, 1954; BS, West Chester University 1956; M.Ed., Pennsylvania State University, 1959.

Peyton R. Helm 2003 – 2015

BA, Yale University, 1970; Ph.D. University of Pennsylvania, 1980.

John I. Williams, Jr. 2015 –

BA, Amherst College, 1975; M.B.A., Harvard Business School, 1979; J.D., Harvard Law School, 1979.

6. CHIEF ACADEMIC OFFICERS OF THE COLLEGE

Reverend Edward J. Koons 1867 – 1869

Vice President AB, Pennsylvania College, 1859; AM. *Professor of Mathematics, Astronomy, Physics, and Geology*

Christian Pretz 1869 – 1870

Secretary

Jonathan Reichard 1870 – 1883

Treasurer

Reverend Reuben Hill 1883 – 1884

Treasurer

AM, Pennsylvania College, 1852; DD, Muhlenberg College, 1892.

Reverend Charles J. Cooper 1884 – 1904

Treasurer

AB, Pennsylvania College, 1867; AM, Philadelphia Theological Seminary, 1870.

George T. Ettinger 1904 – 1931

Dean

AB, Muhlenberg College, 1880; AM, Muhlenberg College, 1883; PhD, New York University, 1891; LittD, Muhlenberg College, 1920. *Professor of Pedagogy and Latin Language and Literature*

Robert C. Horn 1931 – 1947

Dean

AB, Muhlenberg College, 1900; AM, Muhlenberg College, 1903; AM, Howard University, 1904; PhD, University of Pennsylvania, 1926; LittD, Muhlenberg College, 1922. *Professor of Greek Language and Literature*

Sherwood R. Mercer 1947 – 1955

Dean of Faculty

AB, Wesleyan University, 1929; AM, Wesleyan University, 1930.

Henry M. M. Richards 1955 – 1962

Dean of Faculty

AB, Muhlenberg College, 1932; MBA, New York University, 1947; PhD, New York University, 1951. *Professor of Economics*

Thad N. Marsh 1962 – 1966

Dean of the College

AB, University of Kansas; BA, MA, BLitt, University of Oxford. *Professor of English*

Edwin R. Baldrige 1966 – 1967

Acting Dean

AB, Dartmouth College, 1952; MA, Lehigh University, 1954; PhD, Lehigh University. *Professor of History*

Philip B. Secor 1967 – 1974

Dean of the College

AB, Drew University; MA, PhD, Duke University. *Associate Professor of Political Science*

Charles S. McClain 1974 – 1975

Acting Dean of the College

BA, College of Wooster; MA, Cornell University; AMD, Eastman School of Music. *Professor of Music***Harold L. Stenger, Jr.** 1976 – 1984

Vice President & Dean of the College

AB, 1936; AM, 1940; PhD, 1954, University of Pennsylvania. *Professor of English***Walter E. Loy, Jr.** 1984 – 1985

Interim Vice President & Dean of the College

BS, Muhlenberg College; MS, Drexel Institute of Technology; PhD, Temple University. *Professor of Physics***Robert C. Williams** 1985 – 1987

Vice President & Dean of the College

AB, Oakwood College; BD, Louisville Presbyterian Theological Seminary; STM, Union Theological Seminary; MPhil, PhD, Columbia University. *Professor of Philosophy***Nelvin L. Vos** 1987 – 1993

Vice President & Dean of the College

BA, Calvin College; MA, PhD, University of Chicago. *Professor of English***Richard C. Hatch** 1993 – 1996

Dean of the College for Faculty

ScB, Brown University; PhD, University of New Hampshire. *Professor of Chemistry***Curtis G. Dretsches** 1996 – 2003

Vice President for Academic Affairs &

Dean of the College for Faculty

BA, Montana State University; MFA, Southern Methodist University. *Professor of Theatre Arts***Marjorie Hass** 2004 – 2009

Provost

BA, MA, PhD, University of Illinois, *Professor of Philosophy***John G. Ramsay** 2009 – 2016

Provost

BA, Bucknell University; PhD, State University of New York at Buffalo, *Professor of Education***Kathleen E. Harring** 2016 – present

Interim Provost

VP and Dean of Institutional Effectiveness and Planning

B.A., Franklin and Marshall College; M.A., PhD., University of North Carolina, *Professor of Psychology*

II. Faculty

1. DAY COLLEGE FACULTY DEMOGRAPHICS BY SEX, EMPLOYMENT STATUS AND RANK

	Fall 2012			Fall 2013			Fall 2014			Fall 2015			Fall 2016		
	m	f	t	m	f	t	m	f	t	m	f	t	m	f	t
FULL-TIME FACULTY*															
Professor	38	18	56	39	16	55	39	16	55	40	18	58	42	18	60
Associate Professor	27	25	52	27	26	53	24	25	49	23	24	47	23	25	48
Assistant Professor	16	20	36	17	20	37	14	20	34	14	27	41	20	27	47
Lecturer	2	21	23	5	21	26	8	25	88	5	23	28	4	24	28
No rank	1	0	1	1	0	1	1	0	1	1	2	3	1	1	2
Total Full-time	84	84	168	89	83	172	86	86	172	83	94	177	90	95	185
PART-TIME FACULTY															
Professor	0	1	1	0	2	2	0	1	1	1	1	2	1	1	2
Assistant Professor	0	1	1	0	1	1	0	1	1	0	2	2	0	1	1
Lecturer	63	64	117	63	55	118	64	58	122	66	64	120	61	62	123
No rank	0	0	0	0	0	0	0	0	0	1	0	1	1	0	1
Total Part-time	63	56	119	63	58	121	64	60	124	68	57	125	63	64	127
TOTAL FACULTY	147	140	287	152	141	293	150	146	296	151	151	302	153	159	312

* Data includes managers who have faculty status, but may not have faculty rank.

2. AVERAGE FULL-TIME FACULTY SALARIES BY DOLLAR AMOUNTS

Rank	2012	2013	2014	2015	2016
Professor	\$97,083	\$99,364	\$100,535	\$100,665	\$101,566
Associate Professor	\$75,593	\$76,715	\$77,312	\$78,638	\$80,463
Assistant Professor	\$60,774	\$62,424	\$62,354	\$64,147	\$66,860
Instructor	*	*	*	*	*
Lecturer	\$52,108	\$54,084	\$55,716	\$57,531	\$59,808

* Average salary is not computed if number in the category is less than five. Exclusions based on AAUP guidelines.

3. FULL-TIME CONTINUING FACULTY SALARY INCREASES BY FISCAL YEAR

Fiscal Year	Average Percent Increase	Consumer Price Index
1997-1998	3.1%	3.3%
1998-1999	3.9%	1.7%
1999-2000	5.1%	1.6%
2000-2001	5.9%	2.7%
2001-2002	6.5%	3.4%
2002-2003	5.8%	1.6%
2003-2004	4.6%	2.4%
2004-2005	5.0%	1.9%
2005-2006	5.1%	3.3%
2006-2007	5.5%	3.4%
2007-2008	6.1%	2.5%
2008-2009	5.7%	4.1%
2009-2010	3.4%	0.1%
2010-2011	2.9%	2.7%
2011-2012	3.1%	1.5%
2012-2013	4.0%	3.0%
2013-2014	3.1%	1.7%
2014-2015	3.0%	1.5%
2015-2016	3.7%	0.8%
2016-2017	3.3%	0.7%

4. FACULTY COMMITTEES AND OFFICES, 2016-2017

STANDING COMMITTEES

Academic Policy Committee

Faculty Member	Years remaining in term
Trevor Knox	Away Fall 2016 1
Joan Marx	1
Kimberly Heiman	1
Jim Bloom	2
Erika Iyengar	2
Curtis Dretsch	3
Brian Mello	3
Connie Wolfe	Fall 2016

Appeals Committee

Faculty Member	Years remaining in term
Mohsin Hashim	Away Fall 2016 1
Christine Ingersoll	1
George Benjamin	2
Mark Stein	2
Donna Bergenstock	3
Laura Edelman	3
Rich Niesenbaum	3
Connie Wolfe	Fall 2016

Curriculum Committee

Faculty Member	Years remaining in term
Tad Robinson	Away Spring 2017 1
Patrick Williams	Away Fall 2016 1
Chrys Cronin	2
Eileen McEwan	2
Paul Meier	2
Amy Hark	3
Lynda Yankaskas	3
Kammie Takahashi	Fall 2013
Dan Doviak	Spring 2017
Ioanna Chatzidimitriou	Fall 2016

Faculty Evaluation Committee

Faculty Member	Years remaining in term
Brett Fadem	1
Christine Sistare	1
Byungchul Cha	2
Eduardo Olid	Away Spring 2017 2
Tom Cartelli	3
Grant Scott	3
William Tighe	3
Margo Hobbs	Spring 2017

Faculty Development and Scholarship Committee

Faculty Member	Years remaining in term
Corrie Cowart	1
Michael Allocca	1
Elizabeth McCain	Away Spring 2017 2
Paul McEwan	Away Fall 2016 2
Joe Elliott	3
Roland Kushner	3
Aggie Basaz	Fall 2016
Jason Kelsey	Spring 2017

Faculty Personnel and Policies Committee

Faculty Member	Years remaining in term
Marten Edwards	1
Sharon Albert	1
Karen Dearborn	Away Spring 2017 1
Clif Kusmaul	Away Academic Year 2016-2017 2
John Sullivan	2
Joseph Keane	3
Daniel Leisawitz	3
Ray Barnes	Spring 2017

Library Committee

Faculty Member	Years remaining in term
Mary Byrne	1
Erika Bagley	1
Ben Carter	2
Dustin Nash	3
Michael Schnack	3
Debra Walther	3

Nominating Committee

Faculty Member	Years remaining in term
William Gryc	1
Lindsey Nagy	1
Donna Bergenstock	Away Spring 2017 2
Emily Orzech	2
Sherri Young	2
Mirna Trauger	3
Mohsin Hashim	Spring 2017

**Wescoe School Academic Policy/ Curriculum
Committee**

Faculty Member	Years remaining in term
Jeff Rudski	1
Sally Richwine	2
Susan Clemens	3
Ermira Mazziotta	3

Writing Program Committee

Faculty Member	Years remaining in term
Jessica Cooperman	1
Pearl Rosenberg	1
Ted Conner	2
Jordanna Sprayberry	2
Amy Corbin	3
Will Gryc	3

COLLEGE COMMITTEES

College Committee on Campus Life

Faculty Member	Years remaining in term
Mohsin Hashim	Away Fall 2016 2
Michael Schnack	2
Jeffrey Peterson	3
Michael London	Fall 2016

Lectures and Forums

Faculty Member	Years remaining in term
Susan Clemens	1
Irene Chien	3
Emily Orzech	3

Fitness and Athletics

Faculty Member	Years remaining in term
Lindsey Nagy	2
Peter Pettit	2
Megan Flynn	3

College Committee on Information Technology and Digital Learning

Faculty Member	Years remaining in term
Sharon Albert	1
Ben Carter	2
Keri Colabroy	3

Institutional Review Board

Faculty Member	Years remaining in term
Stefanie Sinno	1
Jennifer Jarson	3
Kenneth Michniewicz	3

Academic Judicial Board

Faculty Member	Years remaining in term
Gretchen Gotthard	1
Paul McEwan	Away Fall 2016 1
Luba Iskold	2
Art Raymond	2
Allison Davidson	3
Lynda Yankaskas	3
Susan Kahlenberg	Fall 2016

Social Judicial Board

Faculty Member	Years remaining in term
Gail Eisenberg	1
Linda Miller	1
Tim Averill	2
Byungchul Cha	2
Kate Ranieri	Away Spring 2017 2
Art Raymond	2
Matt Moore	3
Erika Sutherland	3
Keri Colabroy	Spring 2017

Faculty Constituent Representatives to the Board of Trustees

Faculty Member	Years remaining in term
Susan Kahlenberg	1
Jack Gambino	2

President's Diversity Advisory Council

Faculty Member	Years remaining in term
Frederick Staidum	2
Ranajoy Ray-Chaudhuri	1

Secretary of the Faculty

Faculty Member	Years remaining in term
Lanethea Mathews-Schultz	1

5. FACULTY AWARDS

LINDBACK AWARD FOR DISTINGUISHED TEACHING

John E. Trainer, Biology	1970	Christine T. Sistare, Philosophy	1995
Edwin R. Baldrige, Jr., History	1970	Jill Stephen, English	1996
Truman L. Koehler, Mathematics	1971	Robert F. Milligan, Physics	1997
Arvids Ziedonis, Jr., Foreign Languages	1971	David Rosenwasser, English	1998
Adolph H. Wegener, Foreign Languages	1972	Laura Snodgrass, Psychology	1999
Walter E. Loy, Physics	1972	P. Alec Marsh, English	2000
Henry M. M. Richards, Economics	1973	William Dunham, Mathematical Sciences	2001
Richard C. Hatch, Chemistry	1973	Lawrence Hass, Philosophy	2002
Carl S. Oplinger, Biology	1975	Karen Dearborn, Theatre and Dance	2003
Wilson N. Serfass, Jr., Economics	1975	Paula Irwin, Accounting	2004
Kenneth W. Webb, Foreign Languages	1976	Penelope Dunham, Mathematical Sciences	2005
John C. Weston, Biology	1976	Christopher Borick, Political Science	2006
Donald W. Shive, Chemistry	1977	Mohsin Hashim, Political Science	2007
Lawrence Juda, Political Science	1977	Linda McGuire, Mathematics and	2008
William H. Jennings, Religion	1978	Computer Science	
Silas D. White, Psychology	1978	Sue Jansen, Media and Communication	2009
Christopher C. Joyner, Political Science	1979	Elizabeth McCain, Biology	2010
David N. Stehly, Chemistry	1979	Amy Hark, Biology	2011
Albert A. Kipa, Foreign Languages	1980	Keri Colabroy, Chemistry	2012
Robert Wind, Classics	1980	James Peck, Theatre and Dance	2013
Ludwig F. Schlecht, Philosophy	1981	<i>Not Awarded in 2014 & 2015</i>	
Daniel J. Wilson, History	1981	Mark Sciutto, Psychology	2016
Michael E. Hattersley, English	1982		
Carol V. Grener, Foreign Languages	1982		
Patricia J. DeBellis, Foreign Languages	1983		
Ann E. Wonsiewicz, Education	1983		
Charles C. Richter, Drama	1984		
Daniel Klem, Jr., Biology	1984		
Theodore Maiser, Psychology	1985		
Theodore W. Schick, Jr., Philosophy	1985		
Marsha R. Baar, Chemistry	1986		
Thomas Cartelli, English	1986		
James N. Marshall, Economics	1987		
Robert B. Thornburg, English	1987		
Ralph S. Graber, English	1988		
Irvin R. Schmoyer, Biology	1988		
Jay H. Hartman, English	1989		
Alton J. Slane, Political Science	1989		
Robert K. Stump, Mathematics	1990		
Arvids Ziedonis, Jr., Foreign Languages	1990		
Kathleen E. Harring, Psychology	1991		
Joan F. Marx, Foreign Languages	1991		
George A. Benjamin, Computer Science	1992		
Connie Kunda, Physical Education	1992		
John S. Meyer, Mathematics	1993		
Kathryn A. Wixon, Foreign Languages	1993		
Michael J. Carbone, Education	1994		

CLASS OF '32 RESEARCH PROFESSOR

Daniel J. Wilson, History	1986-1987
Robert F. Milligan, Physics	1987-1988
Jadviga da Costa Nunes, Art	1988-1989
Darrell H. Jodock, Religion	1988-1989
Jose M. Lopez, Foreign Languages	1989-1990
Linnea Johnson, English	1990-1991
Joseph E. B. Elliott, Art	Fall 1991
Sue Curry Jansen, Communication	Spring 1992
Thomas Cartelli, English	1992-1993
Alan L. Mittleman, Religion	1993-1994
James D. Bloom, English	1994-1995
<i>Position not occupied</i>	1995-1996
Scott Sherk, Art	1996-1997
William J. Tighe, History	1997-1998
<i>Position not occupied</i>	1998-1999
<i>Position not occupied</i>	1999-2000
Larry Hass, Philosophy	2000-2001
<i>Position not occupied</i>	2001-2002
William Dunham, Mathematical Sciences	2002-2003
Mary Lawlor, English	2002-2003
Richard Niesenbaum, Biology	2003-2004
William Abruzzi, Sociology & Anthropology	2004-2005
Douglas Ovens, Music	2005-2006
Tammy Lewis, Sociology & Anthropology	2006-2007
James Bloom, English	2007-2008
Daniel Wilson, History	2008-2009
Thomas Cartelli, English	2009-2010
Jason Kelsey, Chemistry	2010-2011
Christopher Borick, Political Science	2011-2012
John Malsberger, History	2012-2013
Joseph Elliott, Art	Fall 2013
Alec Marsh, English	Spring 2014
Francesca Coppa, English	Spring 2015
Richard Niesenbaum, Biology	Spring 2015
Elyn Rykken, Mathematics	Spring 2016
Jefferson Pooley, Media & Communication	2016-2017
Kate Richmond, Psychology	2016-2017

DONALD B. HOFFMAN RESEARCH FELLOWSHIP

Scott Sherk, Art	1992-1993
Daniel Klem, Jr., Biology	1993-1994
Theodore W. Schick, Jr., Philosophy	1994-1995
<i>Position not occupied</i>	1995-1996
Douglas P. Ovens, Music	1996-1997
William Dunham, Mathematical Sciences	1997-1998
<i>Position not occupied</i>	1998-1999
<i>Position not occupied</i>	1999-2000
Grant F. Scott, English	2000-2001
<i>Position not occupied</i>	2001-2002
Marjorie Hass, Philosophy	2002-2003
Bruce Anderson, Chemistry	2003-2004
Thomas Cartelli, English	2004-2005
Bruce Wightman, Biology	2005-2006
P. Alec Marsh, English	2006-2007
Richard Niesenbaum, Biology	2007-2008
Scott Sherk, Art	2008-2009
Christine Ingersoll, Chemistry	2009-2010
Mary Lawlor, English	2010-2011
<i>Position not occupied</i>	2011-2012
Barri Gold, English	2012-2013
<i>Position not occupied</i>	2013-2014
Steven Coutinho, Philosophy	2014-2015
Bruce Wightman, Biology	2015-2016

ROBERT C. WILLIAMS FACULTY AWARD

Joseph Molitoris, Physics	1988
Scott Sherk, Art	1989
Sue Curry Jansen, Communication	1990
Alan L. Mittleman, Religion	1991
Frederick Norling, Business	1992
Christine T. Sistare, Philosophy	1993
Douglas P. Ovens, Music	1994
Grant F. Scott, English	1995
Richard A. Niesenbaum, Biology	1996
Penelope H. Dunham, Mathematical Sciences	1997
P. Alec Marsh, English	1998
Jeffrey Rudski, Psychology	1999
Bruce C. Wightman, Biology	2000
Francesca Coppa, English	2001
Barri Gold, English	2002
Lisa R. Perfetti, Languages, Literatures, and Cultures	2003
Tammy Lewis, Sociology & Anthropology	2004
James Peck, Theatre & Dance	2005
Francine Roussel, Theatre & Dance	2006
Marten Edwards, Biology	2007
Charles Anderson, Theatre & Dance	2008
Michael Huber, Mathematics & Computer Science	2009
Jefferson Pooley, Media & Communication	2010

Paul McEwan, Media & Communication/ Film Studies	2011
Anne Esacove, Sociology & Anthropology	2012
Elizabeth Nathanson, Media & Communication	2013
Marcia Morgan, Philosophy	2014
Mark Wolfmeyer, Education	2015
William Gryc, Mathematics & Computer Science	2016

PAUL C. EMPIE MEMORIAL AWARD

Charles S. Bednar, Political Science	1983
Claude E. Dierolf, English	1984
Nelvin L. Vos, English	1985
Walter E. Loy, Jr., Physics	1986
Darrell H. Jodock, Religion	1987
Arvids Ziedonis, Jr., Foreign Languages	1988
Carl S. Oplinger, Biology	1989
Charles C. Richter, Drama	1990
Michael J. Carbone, Education	1991
Walter H. Wagner, Religion	1992
Ann E. Wonsiewicz, Education	1993
Edwin R. Baldrige, Jr., History	1994
Frederick Norling, Business	1995
Christine T. Sistare, Philosophy	1996
Kathryn A. Wixon, Foreign Languages & Literatures	1997
Marjorie Hass, Philosophy	1998
Kathleen E. Haring, Psychology	1999
Patrice DiQuinzio, Philosophy	2000
Giacomo Gambino, Political Science	2001
Scott Sherk, Art	2002
Alan Mittleman, Religion	2003
Anna Adams, History	2004
Daniel Wilson, History	2005
Lisa Perfetti, Languages, Literatures & Cultures	2006
Lora Taub-Pervizpour, Media and Communication	2007
Erika Sutherland, Languages, Literatures & Cultures	2008
Jane Flood, Physics	2009
Jeremy Teissere, Biology/ Neuroscience	2010
Mohsin Hashim, Political Science	2011
Charles Russell, Chemistry	2012
Kate Richmond, Psychology	2013
Amy Hark, Biology	2014
Christopher Herrick, Political Science	2015
Marcia Morgan, Philosophy	2016

6. FACULTY & STAFF PUBLICATIONS, 2015-2016

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III. Employees

1. COLLEGE PERSONNEL, FALL 2016 BY EMPLOYMENT STATUS, SEX AND CLASSIFICATION

	Full-time*			Part-time			Total		
	m	f	t	m	f	t	m	f	t
Faculty, Lecturers, and Instructors	90	95	185	63	64	127	153	159	312
Managers (includes Coaches)	84	91	175	4	13	17	88	104	192
Staff Associates (Technicians, Secretarial/Clerical and part-time Coaches)	3	69	72	36	53	89	39	122	161
Security and Plant Operations	67	37	104	7	7	14	74	44	118
TOTAL PERSONNEL	244	292	536	110	137	247	354	429	783

* Full-time managers work at least 9 months per year. Full-time staff associates work at least 1,720 hours per year. Employment classifications reflect primary area of responsibility.

2. EMPLOYEE CENSUS BY EMPLOYMENT STATUS AND CLASSIFICATION

	2012	2013	2014	2015	2016
FULL-TIME*					
Faculty, Lecturers, and Instructors	168	172	172	177	185
Managers (includes Coaches)	156	160	163	172	175
Staff Associates (Technicians and Secretarial/Clerical)	64	64	64	64	72
Security and Plant Operations	104	106	105	105	104
Subtotal	492	502	504	518	536
PART-TIME					
Faculty, Lecturers, and Instructors	119	121	124	125	127
Managers (includes Coaches)	25	22	25	21	17
Staff Associates (Technicians and Secretarial/Clerical)	88	91	90	96	89
Security and Plant Operations	17	14	15	15	14
Subtotal	249	248	254	257	247
TOTAL EMPLOYEES	741	750	758	775	783

* Full-time managers work at least 9 months per year. Full-time staff associates work at least 1,720 hours per year. Employment classifications reflect primary area of responsibility.

3. POSITIONS IN THE PRESIDENTIAL ASSISTANT PROGRAM, 2016-2017

Title	Department
Assistant to the Director, ARC	Academic Resource Center
Presidential Assistant, Alumni Relations	Alumni Relations
Presidential Assistant, Religious Life	Hillel
Help Desk Assistant	Information Technology
Web Content Coordinator	Information Technology
Presidential Assistant, Media Services	Media Services
Technology Assistant	Language Learning Center
Presidential Assistant, Public Relations	Public Relations
Presidential Assistant, Residential Services	Residential Services
Presidential Assistant, Student Union	Seegers Union
Presidential Assistant, Student Activities	Student Activities
Employer Relations Associate	The Career Center
Development Associate, Theatre & Dance	Theatre & Dance/PR
Presidential Assistant, Wescoe School	Wescoe School

STUDENT

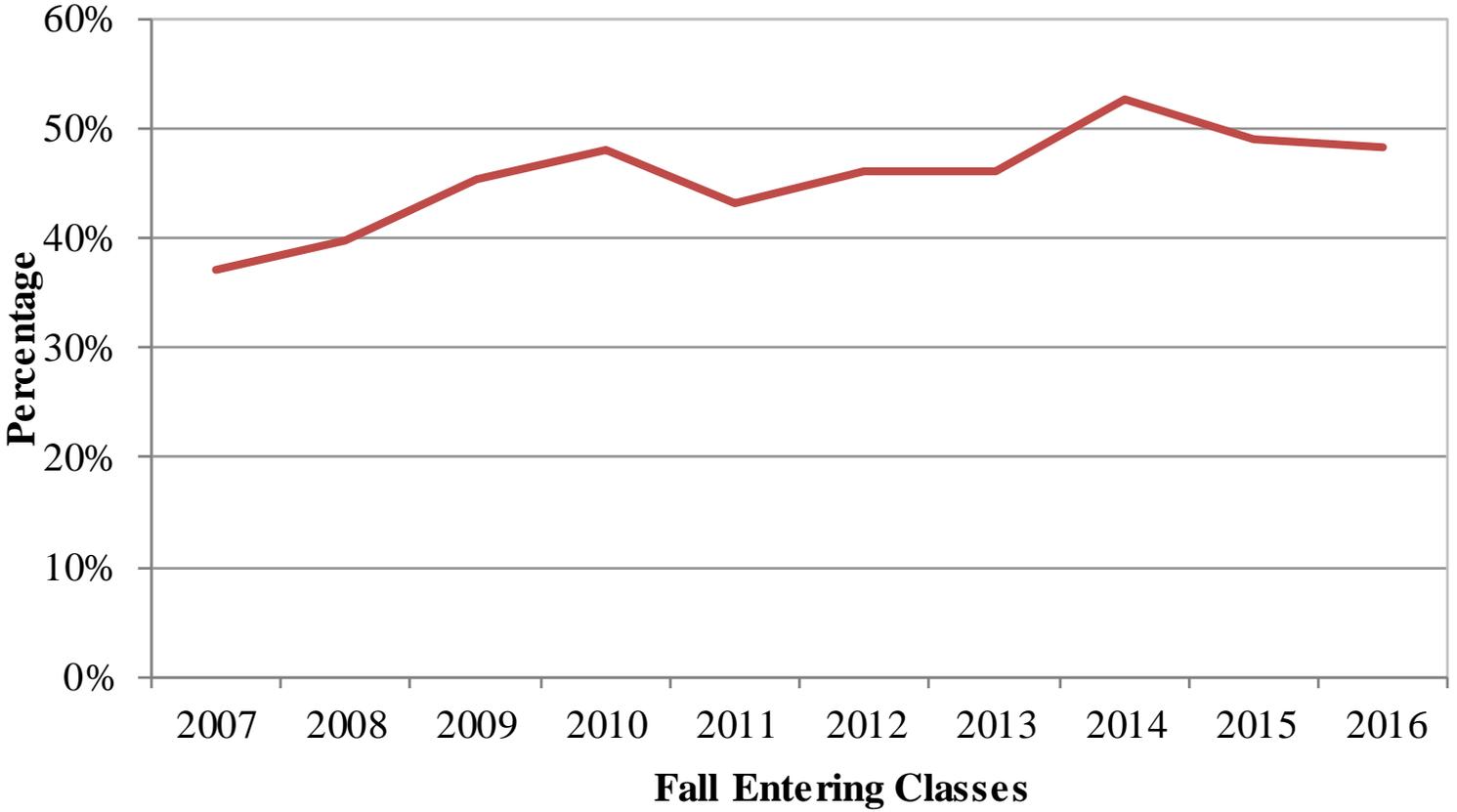
I. Admission

1. INCOMING CLASS ADMISSIONS PROFILE

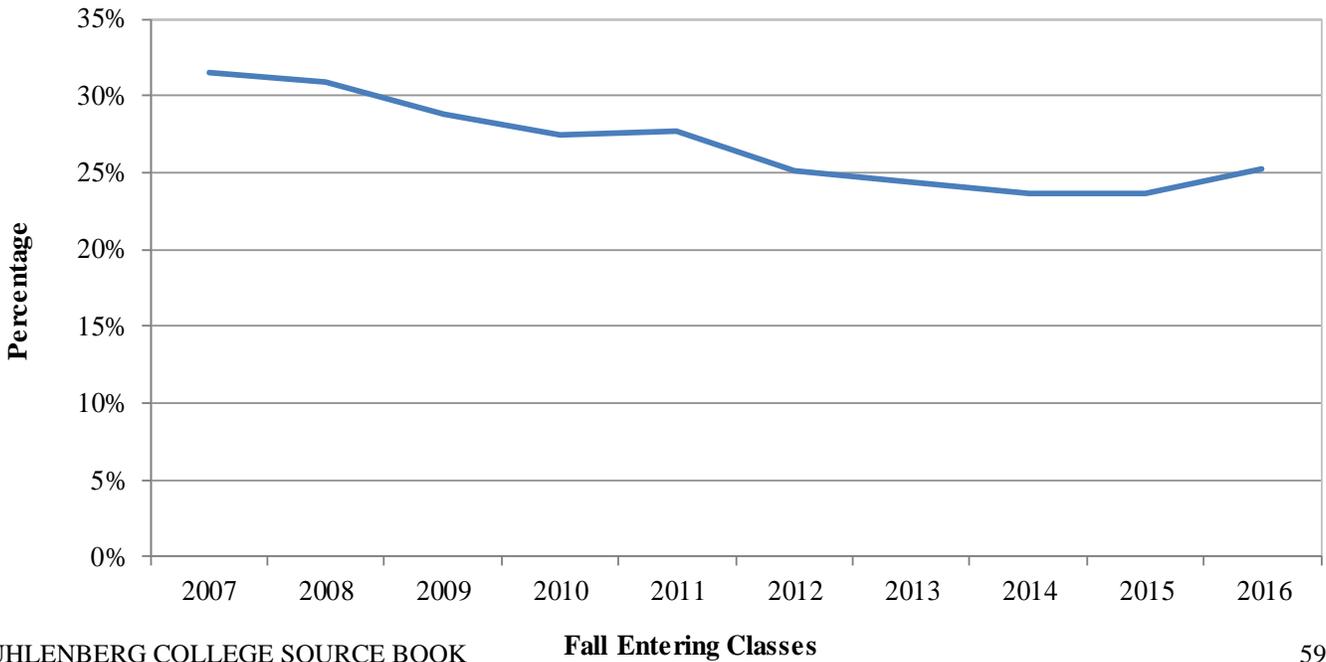
	2012	2013	2014	2015	2016
Number					
Applicants	5,023	5,152	4,714	5,015	4,862
Acceptances	2,316	2,378	2,489	2,467	2,346
Enrollments	581	579	589	582	593
Percentage					
Applicants Accepted	46.1%	46.2%	52.8%	49.2%	48.3%
Applicants Enrolled	11.6%	11.2%	12.5%	11.6%	12.2%
Acceptances Enrolled	25.1%	24.4%	23.7%	23.6%	25.3%
Secondary School Preparation					
% from Public Schools	74%	70%	73%	74%	69%
% from Private/Parochial Schools	26%	30%	27%	26%	31%
Rank in Secondary School Class*					
Public:					
First Tenth	47%	47%	49%	43%	37%
Second Tenth	26%	22%	26%	23%	24%
Third Tenth	13%	17%	9%	12%	21%
Fourth Tenth	8%	8%	6%	8%	12%
Bottom Half	1%	5%	6%	4%	3%
Private:					
First Tenth	29%	33%	7%	26%	33%
Second Tenth	19%	13%	24%	16%	24%
Third Tenth	5%	13%	10%	21%	21%
Fourth Tenth	14%	8%	24%	21%	12%
Bottom Half	28%	25%	21%	16%	3%
Composite Top Tenth	45%	45%	43%	41%	36%
Geographical Distribution					
% from Pennsylvania	19%	22%	23%	21%	22%
% from New Jersey	36%	35%	33%	33%	30%
% from New York	17%	19%	19%	18%	18%
% from Other	28%	24%	25%	28%	30%
Gender Distribution					
% Male	43%	37%	42%	39%	39%
% Female	57%	63%	58%	61%	61%

* Rank in Secondary School Class percentages are based on ranked students only.

2. *GRAPH: PERCENT OF ACCEPTANCES*



3. *GRAPH: ENROLLMENT YIELD*



4. SAT SCORES OF INCOMING CLASS

Entering Class	VERBAL SCORES		MATH SCORES		COMBINED SCORES	
	Muhlenberg	National	Muhlenberg	National	Muhlenberg	National
1997	570	506	577	511	1147	1017
1998	580	505	581	512	1161	1017
1999	582	505	586	511	1168	1016
2000	592	505	601	514	1193	1019
2001	592	506	602	514	1194	1020
2002	595	504	606	516	1201	1020
2003	600	507	612	519	1212	1026
2004	608	508	612	518	1220	1026
2005	610	508	620	520	1230	1028
2006	607	503	612	518	1219	1021
2007	602	502	612	515	1214	1017
2008	606	502	613	515	1219	1017
2009	604	501	606	515	1210	1016
2010	616	501	615	516	1231	1017
2011	612	497	619	514	1231	1011
2012	619	496	623	514	1242	1010
2013	617	496	614	514	1231	1010
2014	609	497	615	513	1224	1010
2015	605	495	613	511	1218	1006
2016	608	494	613	508	1221	1002

5. ADMISSIONS APPLICATION OVERLAP

School	2012	2013	2014	2015	2016
American University	-	12	-	-	3
Boston University	-	-	7	-	-
Brandeis University	-	-	-	10	12
University of Delaware	4	8	11(t)	12	-
College of New Jersey	6	9	8	8	-
Dickinson College	3	6	4	2	4
Elon University	-	-	-	-	7
Fordham University	10	10	-	-	-
Franklin and Marshall College	9	3	2	7	6
Gettysburg College	5	5	6	6	1
Ithaca College	1	2	3	5	2
Lafayette College	2	1	1	1	5
Lehigh University	-	11	-	-	-
New York University	-	-	-	3	9
Pace University	-	-	-	-	10
Rutgers University (Main)	-	-	9	11	-
Skidmore College	8	4	5	4	8
SUNY Binghamton	-	-	11(t)	-	-
Syracuse University	-	-	6	-	-
University of Vermont	-	-	10	-	11
Ursinus College	-	7	12	-	-
Vassar College	7	-	-	-	-
Villanova University	-	-	-	9	-

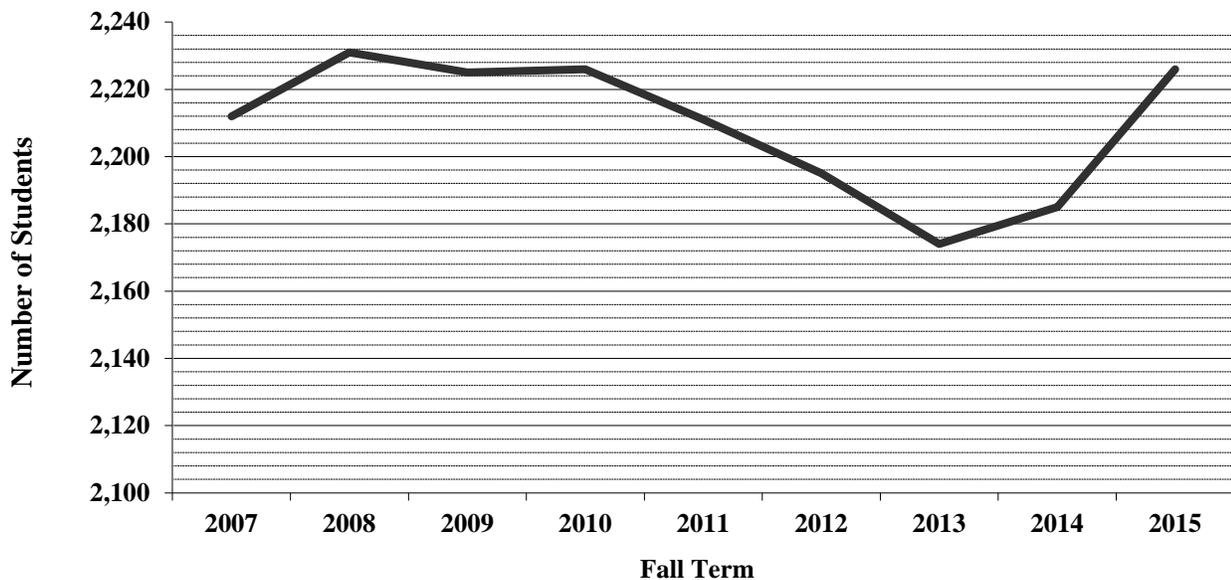
Source: Admitted Student Questionnaire of the College Board

II. Enrollments

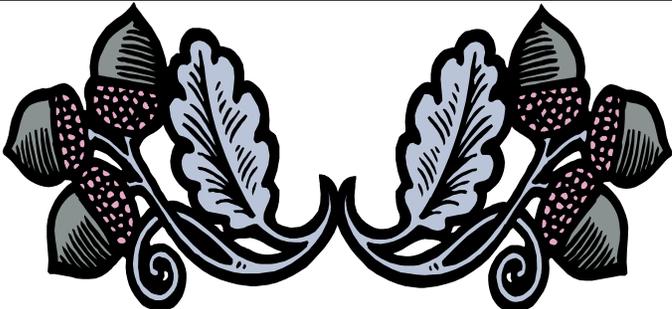
1. DAY COLLEGE ENROLLMENTS

Term	Study Abroad	Study in Washington	Study in Allentown	Visiting Students	Part-time Students	TOTAL Students	% Change
Fall 2006	97	6	2,116	1	7	2,227	3.49%
Fall 2007	98	6	2,054	2	14	2,174	-2.38%
Fall 2008	105	3	2,088	3	13	2,212	1.75%
Fall 2009	88	4	2,129	2	8	2,231	0.86%
Fall 2010	91	4	2,114	1	15	2,225	-0.27%
Fall 2011	83	1	2,131	1	10	2,226	0.04%
Fall 2012	117	5	2,079	2	8	2,211	-0.67%
Fall 2013	107	1	2,077	0	10	2,195	-0.72%
Fall 2014	97	5	2,069	1	10	2,174	-0.96%
Fall 2015	80	1	2,097	0	7	2,185	0.51%
Fall 2016	96	1	2,118	1	10	2,226	1.84%
Spring 2007	94	3	2,054	0	17	2,168	2.85%
Spring 2008	80	10	2,030	1	17	2,138	-1.38%
Spring 2009	101	4	2,062	1	12	2,180	1.96%
Spring 2010	72	5	2,088	1	21	2,187	0.32%
Spring 2011	103	9	2,046	1	13	2,172	-0.69%
Spring 2012	104	8	2,041	1	21	2,175	0.09%
Spring 2013	95	1	2,059	1	11	2,167	-0.37%
Spring 2014	94	4	2,026	0	21	2,145	-1.02%
Spring 2015	106	3	2,009	1	19	2,138	-0.33%
Spring 2016	121	1	2,034	0	24	2,156	0.83%

2. GRAPH: DAY COLLEGE ENROLLMENTS



3. ENROLLMENT SNAP SHOT FALL 2016

MUHLENBERG COLLEGE STUDENTS	Seniors		Juniors		Sophomores		First Year		Fifth Year		Non-Degree		HEADCOUNT	FTE											
	2017		2018		2019		2020																		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female													
Traditional Day Degree Students																									
Full-time Continuing	183	321	194	263	207	330	1	1	6	2			1508	1665.46											
New First Year Students							234	359					593	605.53											
New Transfer Students				1	3	2	5	6					17	18.25											
Off-Campus Students ¹	1	4	35	57									97	97											
TOTALS	184	325	229	321	210	332	240	366	6	2			2215	2386.24											
<i>Graduation Year Totals</i>	509		550		542		606		8																
Other Day Degree Students																									
Part-time Continuing	2	5				1			1	1			10	4.88											
Wescoe Day Students	8	8	9	4	4	3	7	9				1	53	34.88											
TOTALS	10	13	9	4	4	4	7	9	1	1		1	63	39.76											
Traditional Day Students Census Enrollment = 2226 (2392.12FTE)																									
															Special Non-Degree Day Students										
															Visiting Students					1				1	1
															Day Scholars ²										
															LVAIC Students										
															DeSales University ³								1	1	0.25
															Cedar Crest College ³								2	2	0.5
															Lafayette College ³								2	2	0.75
															Lehigh University ³										
															Moravian ³					1	2			3	0.88
															TOTALS					2	7			9	3.38
Total Day Students	194	338	238	325	214	336	247	375	7	3	2	8	2287	2429.38											
Wescoe (evening only)																									
Wescoe	12	14	3	7	3	2	13	9				1	64	33.75											
Accelerated Program	7	14	6	9		2	6	13					57	40.75											
Total Evening Students	19	28	9	16	3	4	19	22				1	121	74.5											
Total Students	213	366	247	341	217	340	266	397	7	3	2	9	2408	2503.88											

¹Includes students studying abroad or in Washington, DC

²Day Scholars Program allows individuals 60 years of age or older to audit up to two courses per semester on a space available basis. 36 Day Scholars are registered to audit courses.

³Students are registered through the Lehigh Valley Association of Independent Colleges (LVAIC) consortium agreement.

4. DAY STUDENT ENROLLMENT BY STATE OF PERMANENT RESIDENCE

State	Fall 2014	Fall 2015	Fall 2016
Alaska	1	1	0
Alabama	1	1	2
Arizona	1	0	0
California	57	57	57
Colorado	4	6	5
Connecticut	125	123	109
Delaware	7	11	11
District of Columbia	3	4	5
Florida	11	12	16
Georgia	3	1	1
Hawaii	1	0	0
Idaho	0	1	2
Illinois	13	22	24
Kansas	0	0	0
Kentucky	2	1	1
Louisiana	0	0	0
Maine	17	18	16
Maryland	74	71	86
Massachusetts	91	86	91
Michigan	3	1	2
Minnesota	4	3	6
Montana	0	0	0
Nebraska	0	0	0
Nevada	2	0	1
New Hampshire	13	10	9
New Jersey	743	739	719
New York	396	390	404
New Mexico	2	1	1
North Carolina	10	10	10
Ohio	8	5	4
Oregon	4	5	4
Pennsylvania	494	495	519
Rhode Island	9	10	6
South Carolina	2	0	1
Tennessee	1	0	1
Texas	10	10	5
Utah	1	0	0
Vermont	8	4	5
Virginia	21	16	16
Washington	3	0	3
Wisconsin	3	4	7
Total U.S. Students	2,148	2,118	2,149
Students Living Outside the U.S.	26	67	77

5. DAY STUDENT ENROLLMENTS OF THOSE LIVING OUTSIDE THE U.S. BY COUNTRY

Country	Fall 2016
Afghanistan	1
Canada	1
China	53
France	1
Hong Kong	1
Israel	1
Italy	1
Jamaica	1
Japan	2
Jordan	4
Panama	1
Puerto Rico	1
Rwanda	3
Switzerland	1
United Kingdom	1
Viet Nam	4
Total	77

6. DAY STUDENT ENROLLMENT PERCENTAGES BY RELIGIOUS AFFILIATION

Religious Affiliation	Fall 2014	Fall 2015	Fall 2016
Baptist	0.6%	0.78%	0.85%
Buddhist	0.4%	0.23%	0.36%
Catholic	30.2%	29.47%	27.99%
Christian Reformed	0.4%	0.50%	0.54%
Church of Christ	0.2%	0.37%	0.54%
Disciples of Christ	0.2%	0.23%	0.18%
Eastern Orthodox	*	1.01%	0.67%
Episcopal	1.9%	1.88%	1.75%
Greek Orthodox	0.9%	*	*
Hindu	0.6%	0.82%	0.63%
Islamic	0.0%	0.00%	0.00%
Jehovah's Witness	*	0.05%	0.04%
Jewish	30.4%	28.92%	27.58%
Lutheran	4.9%	4.12%	3.68%
Mennonite	0.0%	0.00%	0.00%
Methodist	2.5%	1.83%	1.89%
Mormon	*	0.05%	0.00%
Multiple Religions	1.5%	0.82%	0.00%
Muslim	0.6%	0.73%	0.40%
No Affiliation	10.2%	12.63%	17.65%
Not Reported	2.3%	4.12%	3.82%
Other	2.7%	1.83%	1.12%
Other Christian	1.1%	2.75%	4.27%
Other Non-Christian	0.1%	0.50%	0.04%
Other Protestant	1.4%	0.69%	0.27%
Pentecostal	0.1%	0.27%	0.40%
Presbyterian	2.5%	2.20%	2.07%
Quaker	0.2%	0.23%	0.18%
Russian Orthodox	0.0%	0.05%	0.00%
Seventh Day Adventist	0.1%	0.18%	0.18%
Sikh	*	0.05%	0.09%
Unitarian	0.4%	0.27%	0.27%
United Church of Christ	1.1%	0.82%	0.58%
Unknown	2.3%	2.06%	1.89%

7. DAY STUDENT ENROLLMENT BY RACE AND ETHNICITY GROUP

Race/ Ethnicity	Fall 2014	Fall 2015	Fall 2016
Nonresident Alien	28	60	75
Hispanic/ Latino	119	135	143
American Indian or Alaska Native	4	2	1
Asian	60	69	79
Black or African American	58	67	77
Native Hawaiian or Other Pacific Islander	0	1	1
White	1,702	1,658	1,714
Two or More Races	36	46	32
Unknown	167	147	104
Total Students	2,174	2,185	2,226

8. RETENTION RATES BY CLASS

Fall Entering Class			Retention Rates						Graduates
First Term	Class Year	Initial Size	2 nd Year		3 rd Year		4 th Year		Total Number
			n	%	n	%	n	%	
1997	2001	493	436	88.4%	397	80.5%	381	77.3%	385
1998	2002	577	524	90.8%	493	85.4%	480	83.2%	474
1999	2003	551	518	94.0%	489	88.7%	478	86.8%	472
2000	2004	579	539	93.1%	522	90.2%	502	86.7%	503
2001	2005	573	535	93.4%	490	85.5%	474	82.7%	480
2002	2006	547	503	92.0%	478	87.4%	469	85.7%	469
2003	2007	589	544	92.4%	512	86.9%	505	85.7%	505
2004	2008	559	521	93.2%	497	88.9%	482	86.2%	483
2005	2009	576	534	92.7%	507	88.0%	498	86.5%	496
2006	2010	615	568	92.4%	541	88.0%	534	86.8%	536
2007	2011	551	510	92.6%	488	88.6%	474	86.0%	475
2008	2012	597	547	91.6%	525	87.9%	506	84.8%	512
2009	2013	576	535	92.9%	510	88.5%	497	86.3%	492
2010	2014	603	542	89.9%	513	85.1%	502	83.3%	504
2011	2015	584	547	93.7%	520	89.0%	507	86.8%	503
2012	2016	581	527	90.7%	492	84.7%	477	82.1%	444
2013	2017	579	528	91.2%	498	86.0%	488	84.3%	-
2014	2018	589	549	93.2%	523	88.8%	-	-	-
2015	2019	582	525	90.2%	-	-	-	-	-
2016	2020	593	-	-	-	-	-	-	-

Note: Students participating in cooperative degree programs are counted as retained.

9. GRAPH: RETENTION RATES from first to second year

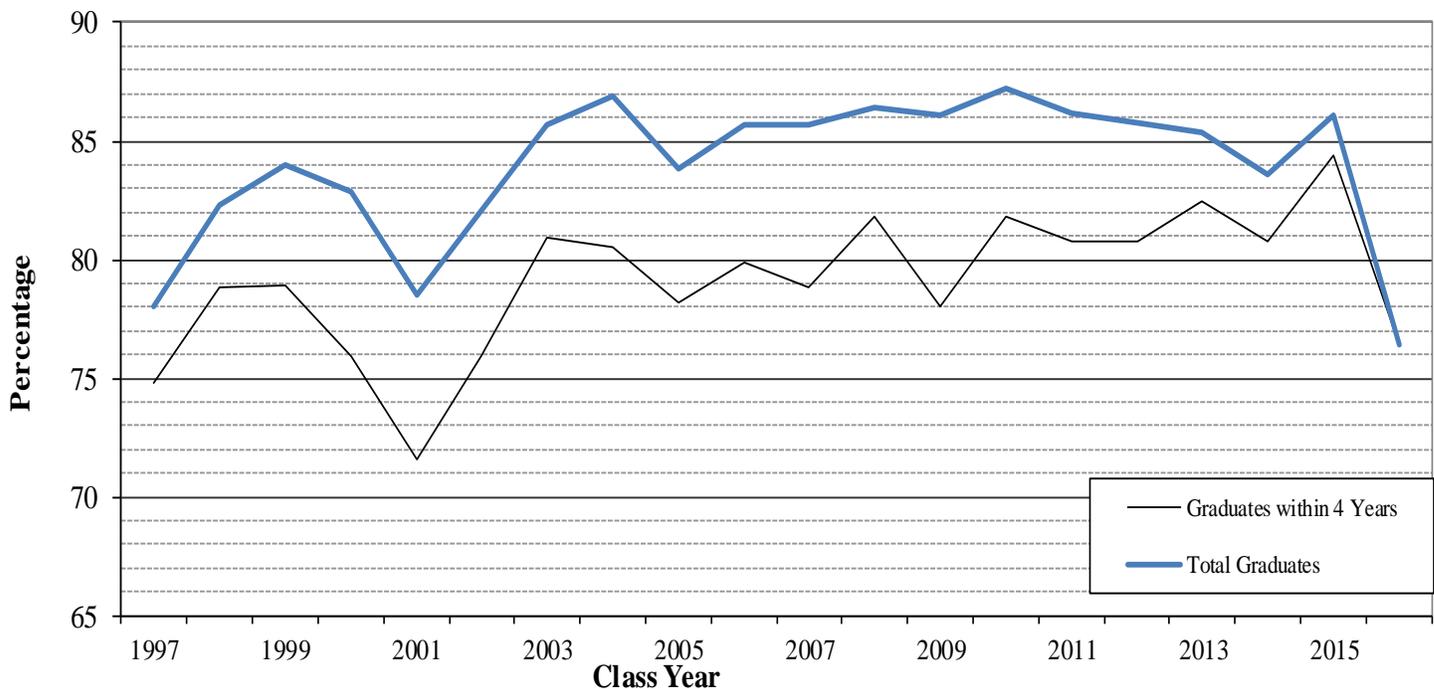


10. GRADUATION RATES BY CLASS YEAR

Fall Entering Class			Graduates within 4 Years				Total Graduates		
First Term	Class Year	Initial Size	Less than 4	4 Years	Total Number	Total %	More than 4	Total Number	Total %
1997	2001	493	5	348	353	71.6%	34	387	78.5%
1998	2002	577	4	434	438	75.9%	36	474	82.1%
1999	2003	551	5	441	446	80.9%	26	472	85.9%
2000	2004	579	12	454	466	80.5%	37	503	83.8%
2001	2005	573	11	437	448	78.2%	32	480	83.6%
2002	2006	547	15	422	437	79.9%	32	469	85.7%
2003	2007	589	11	453	464	78.8%	41	505	85.7%
2004	2008	559	6	451	457	81.8%	26	483	86.4%
2005	2009	576	10	444	454	78.8%	42	496	86.1%
2006	2010	615	13	490	503	81.8%	33	536	87.2%
2007	2011	551	14	431	445	80.8%	30	475	86.2%
2008	2012	597	12	472	484	81.0%	28	512	85.8%
2009	2013	576	8	467	475	82.5%	17	492	85.4%
2010	2014	603	12	475	487	80.8%	17	504	83.6%
2011	2015	584	11	481	493	84.4%	10	503	84.4%
2012	2016	581	9	435	444	76.4%	-	444	76.4%
2013	2017	579	3	-	-	-	-	-	-
2014	2018	589	-	-	-	-	-	-	-
2015	2019	582	-	-	-	-	-	-	-
2016	2020	593	-	-	-	-	-	-	-

Note: All graduates counted.

11. GRAPH: GRADUATION RATES by class year



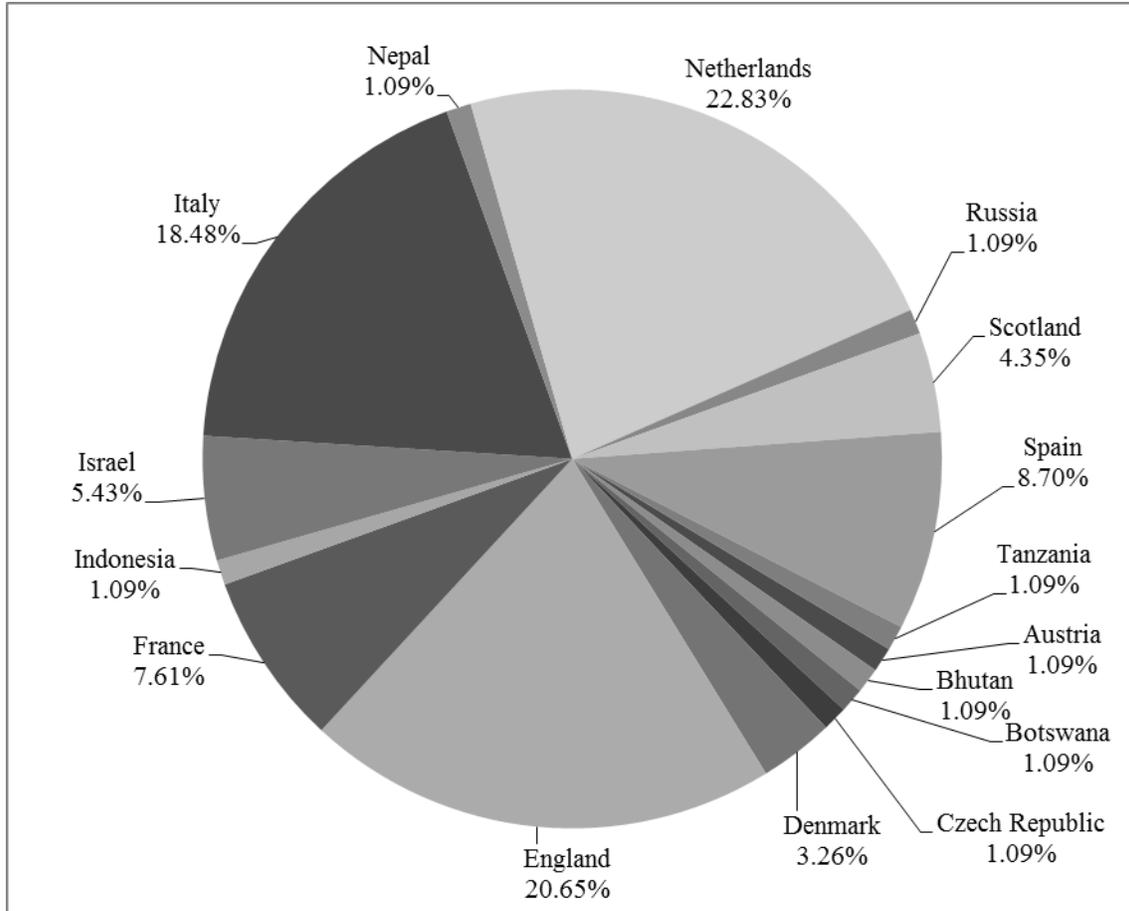
12. DAY STUDENTS IN SPECIAL HONORS PROGRAMS, FALL 2016 BY CLASS YEAR

	2017			2018			2018			2020			TOTAL		
	f	m	t	f	m	t	f	m	t	f	m	t	f	m	t
HONOR PROGRAMS															
Dana Scholars	13	10	23	16	8	24	14	8	22	12	16	28	55	42	97
Muhlenberg Scholars	9	3	12	12	7	19	5	7	12	12	3	15	38	20	58
RJ Fellows	11	2	13	8	4	12	9	5	14	12	1	13	40	12	52
Total	33	15	48	36	19	55	28	20	48	36	20	56	133	74	207

13. LOCATIONS OF STUDY ABROAD STUDENTS, FALL 2016 BY COUNTRY AND INSTITUTION

Country	Institution	Number
Argentina	Butler University: Mendoza Universities Program	1
Argentina	CIE: Buenos Aires-Language & Culture	1
Australia	University of New South Wales	1
Austria	IES: Vienna-Music	1
Bhutan	SFS: Himalayan Studies	1
Botswana	CIEE: University of Botswana-Community Public Health	1
Czech Republic	CIEE: Prague Film & Television School (FAMU) - Film Studies	1
Denmark	DIS: Study Abroad in Scandinavia	3
England	CAPA: London Program	3
England	Edge Hill University	1
England	Goldsmiths College, University of London	15
France	IAU College-Aix-en-Provence	7
Indonesia	SIT: Arts, Religion and Social Change	1
Israel	Ben Gurion University	2
Israel	Hebrew University of Jerusalem	2
Israel	Tel Aviv University	1
Italy	Accademia dell'Arte in Arezzo	14
Italy	SAI: Muhlenberg at Florence University of the Arts	2
Italy	SAI: Siena Italian Studies	1
Nepal	SIT: Tibetan and Himalayan Peoples	1
Netherlands	CIEE: University of Amsterdam-Social Sciences	1
Netherlands	Muhlenberg in Maastricht-Business and Economics in Europe	20
Russia	CIEE: St. Petersburg State University-Russian Area Studies	1
Scotland	University of Edinburgh	3
Scotland	University of Glasgow	1
Spain	CIEE: Universidad de Alicante-Liberal Arts	1
Spain	IES: Barcelona-Liberal Arts and Business	2
Spain	IES: Salamanca-Study in Salamanca	1
Spain	Spanish Studies Abroad – Seville, Spain	1
Spain	St. Louis University: Madrid	3
Tanzania	SFS: Wildlife Management Studies	1

14. GRAPH: LOCATIONS OF STUDY ABROAD STUDENTS, FALL 2016 BY COUNTRY



15. WESCOE SCHOOL ENROLLMENTS LIBERAL ARTS PROGRAM

Semester	Female	Male	Total
Fall 2007	137	78	215
Spring 2008	125	81	206
Fall 2008	121	78	199
Spring 2009	125	89	194
Fall 2009	94	76	170
Spring 2010	98	76	174
Fall 2010	103	79	182
Spring 2011	93	80	173
Fall 2011	103	83	186
Spring 2012	94	72	166
Fall 2012	88	68	156
Spring 2013	109	78	187
Fall 2013	82	72	154
Spring 2014	79	78	157
Fall 2014	90	77	167
Spring 2015	79	73	152
Fall 2015	66	78	144
Spring 2016	85	71	156
Fall 2016	68	60	128

16. SUMMER STUDY ENROLLMENTS

Summer	Muhlenberg Students	Visiting Students	Total
2007	385	95	480
2008	363	91	454
2009	392	86	478
2010	420	92	512
2011	431	88	519
2012	417	67	484
2013	454	115	569
2014	315	83	398
2015	347	57	404
2016	376	52	428

17. Wescoe School Enrollments DEGREE COMPLETION PROGRAM

	Active Cohorts	Business Administration			Human Resources Management			Information Systems			Not Yet Complete	TOTAL students
		f	m	t	f	m	t	f	m	t		
Spring 2007	6	29	16	45	7	1	8	6	0	6	0	59
Summer 2007	6	29	20	49	7	1	8	6	0	6	0	63
Fall 2007	5	22	18	40	7	1	8	6	0	6	0	54
Spring 2008	8	28	38	66	7	1	8	5	8	13	0	87
Summer 2008	8	40	18	58	7	1	8	10	12	22	0	88
Fall 2008	6	34	13	47	7	1	8	5	2	7	0	62
Spring 2009	8	47	17	64	*	*	*	5	8	13	0	77
Summer 2009	11	61	24	85	*	*	*	7	10	17	0	102
Fall 2009	9	37	20	57	*	*	*	7	11	18	0	75
Spring 2010	10	49	31	80	*	*	*	5	12	17	0	97
Summer 2010	11	56	34	90	*	*	*	5	13	18	0	108
Fall 2010	9	49	29	78	*	*	*	3	9	12	0	90
Spring 2011	11	42	35	77	*	*	*	4	10	14	0	91
Summer 2011	9	47	27	74	*	*	*	4	5	9	0	83
Fall 2011	5	30	17	47	*	*	*	4	5	9	0	56
Spring 2012	8	38	17	55	*	*	*	5	10	15	0	70
Summer 2012	6	19	28	47	*	*	*	2	5	7	0	54
Fall 2012	4	23	9	32	*	*	*	2	5	7	0	39
Spring 2013	9	44	17	61	*	*	*	10	17	27	0	88
Summer 2013	11	48	23	71	*	*	*	10	19	29	0	100
Fall 2013	9	39	20	59	*	*	*	10	18	28	0	87
Spring 2014	9	39	21	60	*	*	*	8	12	20	0	80
Summer 2014	9	45	27	72	*	*	*	8	12	20	0	92
Fall 2014	6	33	19	52	*	*	*	7	9	16	0	68
Spring 2015	4	19	16	35	*	*	*	0	0	0	0	35
Summer 2015	5	24	13	37	*	*	*	1	2	4	0	41
Fall 2015	4	20	8	28	*	*	*	0	3	3	0	31
Spring 2016	6	27	10	37	*	*	*	3	7	10	0	47
Summer 2016	7	24	11	35	*	*	*	2	5	7	4	46
Fall 2016	7	24	11	35	*	*	*	2	5	7	4	46

Key: a = Allentown campus, e = Easton campus, t = total, f = female, m = male

Note: As of the Spring 2006 Semester courses were only offered at the Allentown Campus; *Human Resource Management is no longer offered as a major.

III. Majors, Minors, and Degrees

1. MAJOR FIELD OF STUDY BY ADMINISTRATIVE COLLEGE

	Fall 2014			Fall 2015			Fall 2016		
	d	w	t	d	w	t	d	w	t
Accounting	54	11	65	54	11	65	64	10	74
American Studies	4	3	7	5	1	6	4	1	5
Anthropology	23	3	26	18	1	19	10	1	11
Art	10	2	12	1	1	2	*	*	*
Art History	5	1	6	6	2	8	4	2	6
Art Studio	11	2	13	19	3	22	17	1	17
Biochemistry	18	1	19	29	0	29	32	1	33
Biology	99	2	101	90	3	93	98	2	100
Business Administration	150	15	165	145	10	155	144	10	154
Chemistry	28	0	28	23	0	23	17	1	18
Computer Science	14	4	18	18	4	22	16	4	20
Dance	68	0	68	71	2	73	73	2	75
Economics	39	0	39	42	1	43	41	2	43
English	74	12	86	71	6	77	76	6	82
Environmental Science	27	1	28	18	0	18	14	0	14
Film Studies	29	0	29	26	1	27	26	1	27
Finance	63	4	67	81	4	85	105	7	112
French & Francophone Studies			*			*	3	0	3
French	4	1	5	8	0	8	8	0	8
German	0	0	0			*			*
German Studies	0	0	0			*			*
History	36	1	37	29	4	33	37	2	39
International Studies	27	3	30	29	1	30	34	0	34
Jewish Studies	11	0	11	11	1	12	12	0	12
Mathematics	46	1	47	35	3	38	40	1	41
Media & Communication	107	1	108	127	1	128	134	1	135
Music	50	1	51	45	1	46	44	0	44
Natural Science	4	1	5	0	0	0	0	0	0
Neuroscience	91	2	93	87	2	89	90	2	92
Philosophy	14	1	15	12	0	12	5	0	5
Philosophy/ Political Thought	4	0	4	2	0	2	1	0	1
Physical Science	1	1	2	1	0	1	3	0	3
Physics	16	1	17	11	0	11	14	0	14
Political Economy & Public Policy	3	0	3	1	0	1	1	0	1
Political Science	50	4	54	47	2	49	53	4	57
Psychology	169	5	174	154	5	159	149	12	161
Religion Studies	9	1	10	6	2	8	6	2	8
Russian Studies	3	0	3	3	0	3	4	0	4
Self Designed	5	0	5	8	0	8	12	0	12
Sociology	16	0	16	16	0	16	24	0	24
Spanish	20	1	21	12	0	12	15	1	16
Theatre	190	1	191	201	1	202	203	1	204

Major Field of Study includes both Major One and Major Two. Data current at the conclusion of the Fall 2016 add/drop period.

Key: d = Day College, w = Wescoe School Liberal Arts Program, t = total, * = major not offered

2. MINOR FIELD OF STUDY BY ADMINISTRATIVE COLLEGE

	Fall 2014			Fall 2015			Fall 2016		
	d	w	t	d	w	t	d	w	t
Africana Studies	7	0	7	6	0	6	8	0	8
Anthropology	6	0	6	6	0	6	4	0	4
Art	11	1	12	2	0	2	0	2	2
Art History	3	0	3	1	0	1	7	0	7
Art Studio	9	1	10	18	1	19	24	1	25
Asian Traditions	7	0	7	5	0	5	2	0	2
Business Administration	38	2	40	37	0	37	43	2	45
Chemistry	6	0	6	1	0	1	2	0	2
Computer Science	6	0	6	4	0	4	2	0	2
Creative Writing	30	0	30	36	1	37	33	2	35
Dance	27	0	27	20	0	20	20	0	20
Economics	13	0	13	16	0	16	17	0	17
English	18	0	18	15	0	15	7	1	8
Film Studies	4	0	4	5	0	5	7	0	7
French	9	0	9	8	0	8	8	0	8
French & Francophone Studies			*			*	3	0	3
German	0	0	0			*			*
German Studies	4	1	5	2	0	2	2	0	2
History	9	1	10	12	1	13	9	1	10
Innovation & Entrepreneurship			*			*	9	0	9
Italian Studies			*			*	9	0	9
Jewish Studies	12	0	12	10	0	10	6	0	6
Latin American & Caribbean Studies	4	0	4	3	0	3	6	0	6
Mathematics	23	0	23	20	0	20	27	0	27
Music	15	0	15	28	2	30	25	1	26
Philosophy	5	0	5	5	1	6	5	1	6
Physics	3	0	3	2	0	2	2	0	2
Political Science	10	1	11	9	1	10	19	1	20
Public Health	90	0	90	90	0	90	57	1	58
Religion Studies	8	0	8	6	0	6	8	0	8
Russian Studies	7	0	7	5	0	5	5	0	5
Sociology	11	0	11	7	0	7	7	0	7
Spanish	26	1	27	31	0	31	38	0	38
Sustainability Studies	13	0	13	19	0	19	20	0	20
Women's and Gender Studies	11	0	11	15	0	15	31	0	31
Women's Studies	9	0	9	2	0	2			*

Minor Field of Study includes both Minor One and Minor Two. Data current at the conclusion of the Fall 2016 add/drop period.
Key: d = Day College, w = Wescoe School Liberal Arts Program, t = total, * = minor not offered

3. EDUCATION CERTIFICATION PROGRAMS BY CLASS YEAR, DAY STUDENTS

	2017			2018			2019			2020			TOTAL		
	d	w	t	d	w	t	d	w	t	d	w	t	d	w	t
CERTIFICATION PROGRAMS															
Pre K to 4 th	11	0	11	19	0	19	11	0	11	15	0	15	56	0	56
4 th to 8 th	0	1	0	1	0	1	1	0	1	3	0	3	5	1	6
7 th to 12 th	12	1	13	8	0	8	5	0	5	5	0	5	30	1	31
Total	12	2	24	28	0	28	17	0	17	23	0	23	91	2	93

4. MAJORS OF GRADUATES BY GRADUATION YEAR AND ADMINISTRATIVE COLLEGE

	2012			2013			2014			2015			2016		
	d	w	t	d	w	t	d	w	t	d	w	t	d	w	t
Accounting	33	7	40	14	6	20	31	4	35	28	7	35	22	4	26
American Studies	4	1	5	12	1	13	7	0	7	2	2	4	3	0	3
Anthropology	1	1	2	9	0	9	8	1	9	8	3	11	12	1	13
Art	18	2	20	15	2	17	12	0	12	8	0	8	1	0	1
Art History			*			*	1	0	1	3	0	3	4	0	4
Art Studio			*			*	0	0	0	0	0	0	7	0	7
Biochemistry	12	0	12	6	0	6	11	0	11	6	0	6	4	0	4
Biology	39	4	43	34	0	34	35	1	36	43	1	44	39	1	40
Business Administration	79	6	85	78	10	88	69	3	72	71	6	77	59	3	62
Chemistry	8	0	8	6	2	8	8	0	8	10	0	10	10	0	10
Computer Science	0	0	0	3	0	3	8	1	9	6	1	7	5	1	6
Dance	27	1	28	28	0	28	16	0	16	19	2	21	23	0	23
Economics	20	0	20	13	0	13	23	0	23	23	0	23	18	0	18
English	37	5	42	35	2	37	36	0	36	32	3	35	27	1	28
Environmental Science	7	1	8	4	0	4	13	0	13	11	0	11	14	0	14
Film Studies	5	0	5	7	0	7	8	0	8	14	1	15	13	0	13
Finance	32	3	35	28	2	30	37	0	37	37	2	39	34	0	34
French	2	0	2	1	0	1	5	0	5	2	0	2			*
German	1	0	1	0	0	0	0	0	0			*			*
German Studies	0	0	0	0	0	0	1	0	1			*			*
History	19	3	22	22	3	25	18	2	20	17	2	19	11	0	11
History/ Government	1	0	1			*			*			*			*
International Studies	11	2	13	11	1	12	13	1	14	10	1	11	10	1	11
Jewish Studies			*			*	1	0	1	4	0	4	2	0	2
Mathematics	9	0	9	17	0	17	14	0	14	24	1	25	17	0	17
Media & Communication	61	1	62	55	1	56	67	2	69	52	1	53	51	1	52
Music	15	0	15	25	0	25	16	0	16	21	0	21	13	1	14
Natural Science	0	0	0	3	0	3	1	0	1	5	1	6	0	0	0
Neuroscience	42	0	42	25	0	25	30	1	31	30	0	30	39	1	40
Philosophy	4	0	4	11	1	12	10	0	10	5	0	5	9	0	9
Philosophy/ Political Thought	0	0	0	4	0	4	3	0	3	3	0	3	0	0	0
Physical Science	0	0	0	0	0	0	10	0	10	2	1	3	2	0	2
Physics	3	0	3	5	0	5	10	0	10	6	1	7	4	0	4
Political Economy & Public Policy	0	0	0	0	0	0	3	0	3	2	0	2	0	0	0
Political Science	33	1	34	30	1	31	29	1	30	24	0	24	16	1	17
Psychology	80	4	84	94	3	97	64	5	69	80	6	86	56	0	56
Public Health			*			*			*			*	6	0	6
Religion Studies	9	0	9	5	0	5	4	0	4	4	1	5	2	0	2
Russian Studies	1	0	1	0	0	0	3	0	3	2	0	2	2	0	2
Self Designed	1	0	1	4	0	4	2	0	2	3	0	3	5	0	5
Sociology	11	0	11	3	0	3	10	0	10	8	0	8	5	0	5
Spanish	22	0	22	16	0	16	9	1	10	12	0	12	5	0	5
Theatre	53	1	54	59	0	59	67	0	67	65	0	65	74	0	74

Major Field of Study includes both Major One and Major Two. Graduation year includes all graduation dates for a given year. The most recent graduation year does not include October graduates.

Key: d = Day College; w = Wescoe School Liberal Arts Program; t = total; * = major not offered

5. MINORS OF GRADUATES BY GRADUATION YEAR AND ADMINISTRATIVE COLLEGE

	2012			2013			2014			2015			2016		
	d	w	t	d	w	t	d	w	t	d	w	t	d	w	t
Accounting	0	0	0			*			*			*		0	*
African American Studies	4	0	4	5	0	5	1	0	1			*		0	*
Africana Studies			*			*	3	0	3	3	0	3	2	0	2
Anthropology	4	1	5	5	0	5	0	0	0	4	0	4	3	0	3
Art	17	3	20	13	1	14	17	1	18	6	0	6	1	0	1
Art History			*			*	1	0	1	5	0	5	0	0	0
Art Studio			*			*	3	0	3	9	1	10	10	0	10
Asian Traditions	1	0	1	2	0	2	4	0	4	3	0	3	3	0	3
Business Administration	27	3	30	24	2	26	29	1	30	28	0	28	19	0	19
Chemistry	0	0	0	2	0	2	2	0	2	3	0	3	1	0	1
Computer Science	1	0	1	1	0	1	2	0	2	1	0	1	4	0	4
Creative Writing	13	0	13	22	0	22	9	1	10	12	0	12	19	0	19
Dance	7	0	7	7	0	7	4	0	4	12	0	12	7	0	7
Economics	6	0	6	1	0	1	6	0	6	7	0	7	9	0	9
English	7	0	7	8	0	8	6	0	6	15	1	16	15	0	15
Entrepreneurial Studies	0	0	0	0	0	0			*			*		0	*
Environmental Studies			*			*			*			*		0	*
Film Studies			*	1	0	1	0	0	0	3	0	3	0	0	0
French	6	0	6	1	0	1	1	0	1	5	0	5	4	0	4
German	0	0	0	0	0	0			*			*			*
German Studies	2	0	2	0	0	0	5	0	5	2	0	2	1	0	1
History	4	0	4	4	0	4	5	0	5	3	0	3	5	0	5
Italian			*			*			*			*	1		1
Jewish Studies	5	0	5	9	0	9	9	1	10	8	0	8	10	0	10
Latin American & Caribbean Studies			*	1	0	1	3	0	3	3	0	3	1	0	1
Mathematics	6	0	6	10	0	10	27	0	27	12	0	12	9	0	9
Music	11	0	11	17	0	17	5	1	6	7	0	7	16	0	16
Philosophy	5	0	5	4	0	4	6	0	6	4	0	4	3	0	3
Physics	0	0	0	1	1	2	4	0	4	2	0	2	3	0	3
Political Science	9	0	9	15	0	15	11	0	11	7	0	7	6	0	6
Public Health	37	1	38	36	0	36	33	0	33	50	0	50	29	0	29
Religion Studies	3	0	3	3	0	3	6	0	6	3	0	3	4	0	4
Russian Studies	1	0	1	3	0	3	1	0	1	1	0	1	3	0	3
Sociology	2	0	2	4	0	4	2	0	2	4	0	4	3	0	3
Spanish	19	0	19	13	0	13	12	0	12	14	0	14	7	0	7
Sustainability Studies	9	0	9	7	0	7	11	0	11	6	0	6	12	0	12
Women & Gender Studies			*			*			*	0	0	0	2	0	2
Women's Studies	18	0	18	14	1	15	10	0	10	6	0	6	18	0	18

Minor Field of Study includes both Minor One and Minor Two. Graduation year includes all graduation dates for a given year. The most recent graduation year does not include October graduates.

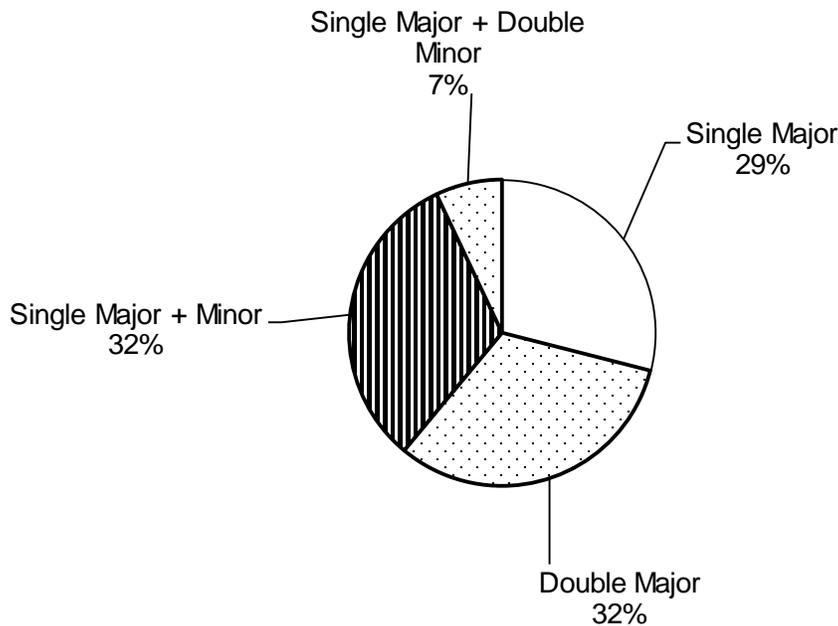
Key: d = Day College; w = Wescoe School Liberal Arts Program; t = total; * = minor not offered

6. TEACHER EDUCATION PROGRAM COMPLETIONS by graduation year, day students

	2012	2013	2014	2015	2016
Elementary	6	14	*	*	*
Secondary	7	10	*	*	*
Pre K to 4 th	*	*	7	10	8
4 th to 8 th	*	*	2	0	0
7 th to 12 th	*	*	6	8	6
TOTAL	13	24	15	18	14

Graduation year includes all graduation dates for the given year, not only May graduation dates. The most recent graduation year does not include October graduates. * = program not offered

7. GRAPH: FIELD OF STUDY DISTRIBUTION, MAY 2016 GRADUATES



8. DEGREES GRANTED BY GRADUATION YEAR AND ADMINISTRATIVE COLLEGE

	2013				2014				2015				2016			
	d	w LAP	w ADP	t												
Associate Degree						2		2		3		3		1		1
Bachelor of Arts	433	30		463	394	19		413	398	32		430	339	13		352
Bachelor of Science	88	2		90	113	3		116	115	4		119	119	3		122
Dual Degree (Bachelors of Arts and of Science)	5			5	10	1		11	15	1		16	10			10
Other Bachelor Degrees			23	23			35	35			41	41			23	23
TOTAL DEGREES	526	32	23	581	517	25	35	577	528	40	41	609	468	17	23	508

Graduation year includes all graduation dates for given year, not only May graduation dates. The most recent graduation year does not include October graduates. Key: d = day college, w = Wescoe school, LAP = Wescoe School Liberal Arts Program, ADP = Wescoe School Accelerated Degree Program, t = total

9. MAJOR CERTIFICATES GRANTED BY GRADUATION YEAR

Graduation Year	Number of Major Certificated Granted
2009	6
2010	2
2011	4
2012	0
2013	5
2014	5
2015	3
2016	0

Graduation year includes all graduation dates for given year, not only May graduation dates. The most recent graduation year does not include October graduates.

10. FIELD OF MAJOR CERTIFICATES: 2009-2016

Major	2009	2010	2011	2012	2013	2014	2015	2016
Accounting	4	2	2	0	0	1	1	1
Biology	0	0	1	0	0	0	0	0
Business Administration	0	0	0	0	1	0	1	0
Computer Science	1	0	0	0	0	0	1	0
English	0	0	0	0	2	1	0	0
Finance	0	0	0	0	0	1	0	0
History	0	0	0	0	1	0	0	0
International Studies	0	0	0	0	0	1	0	0
Mathematics	0	0	1	0	0	0	0	0
Media & Communication	1	0	0	0	0	0	0	0
Political Science	0	0	0	0	1	0	0	0
Studio Art	0	0	0	0	0	1	0	0

Graduation year includes all graduation dates for given year, not only May graduation dates. The most recent graduation year does not include October graduates.

IV. Career Plans and Awards

1. SUMMARY OF CAREER PLANS, DAY STUDENTS BY GRADUATION YEAR

Career Status	Number of Students				
	2011	2012	2013	2014	2015
Full-time employment	304	304	320	340	296
Advanced Study	127	128	116	105	145
Graduate School	89	77	85	65	100
Health Professions	22	33	17	24	32
Law	16	18	14	16	13
Miscellaneous	13	27	45	18	51
Total Respondents	444	459	481	480	492
Graduating Class Size (Day Students)	484	500	524	517	529
Percent Responding	91.7%	91.8%	91.8%	92.8%	93.0%

Career Status	Percent of Respondents				
	2011	2012	2013	2014	2015
Full-time employment	68.5	66.2	66.5	70.8	60.0
Advanced Study	28.6	27.9	24.1	21.9	29.5
Graduate School	20.1	16.8	17.7	13.5	20.3
Health Professions	5.0	7.2	3.5	5.0	6.5
Law	3.6	3.9	2.9	3.3	2.6
Miscellaneous	2.9	5.9	9.4	3.8	10.4

Information was collected within one year following graduation. "Miscellaneous" includes travel, part-time employment, temporary employment, unemployment and non-employment by choice (e.g. awaiting graduate/professional school acceptance)

2. RECIPIENTS OF NATIONAL AND INTERNATIONAL AWARDS**David Brower Youth Award**

Jacob Glass '13

Carnegie Endowment Junior Fellow

Kirill Meleshevich '08, Finalist

Jack Kent Cooke Foundation Undergraduate Scholarship

Laura Sutherland '05

Critical Language Scholarship Program

Ethan Simon '11, Morocco

J. William Fulbright Scholarship

Matthew Balaban '10, Teaching, Bangladesh

Mallory Bernstein '14, Teaching, South Africa

Thomas Bertorelli '10, Teaching (2012), Alternate (2010), Poland

Melissa Bressler '12, Teaching, Thailand

Jennifer Bradley '97, Teaching, Korea

Eirinn Disbrow '10, Finalist (2010 and 2011)

Jennifer Epting '03, Teaching, France

Melanie Ferrara '15, Finalist

Nina Forsberg '01, Teaching, Korea

Amanda Gavin '12, Finalist

Rebecca Haverson '10, Teaching, Malaysia

Meaghan Healy '08, Teaching, Argentina

Sarah Illing '10, Teaching, Columbia

Gillian Irwin '13, Teaching, Indonesia

Saraswati Iobst '02, Finalist

Kristine Len '03, Teaching, Korea

Kathryn McCleary '01, Spain

Tyler McKechnie '14, Teaching, Spain

Jennifer Melis '12, Teaching, Turkey

Fawn Schoenberg '01, Finalist

Laura Sheard '07, Finalist

Ethan Simon '11, Finalist

Dennis Slade '99, Teaching, Korea

David Sobotkin '03, Finalist

Melinda Solomon '98, Teaching, Korea

Laura Sutherland '05, Finalist

Kristin Wilton '97, Teaching, Germany

Benjamin A. Gilman International Scholarship

Ashley Rider '09
Sydney Yonak '13

Goldwater Scholarship

Macauley Breault '15, Honorable Mention
Nathan Crossette '13, Honorable Mention
James Custer, Jr. '15, Honorable Mention
Jaclyn Durkin '13, Honorable Mention
David Gasalberti '11, Winner (2010), Honorable Mention (2009)
Jake Tompkins Herb '11, Winner (2010), Honorable Mention (2009)
Scott Kanner '12, Honorable Mention
Jackson Mayo '00 (2 years)
John Santa Maria '08 (2 years)
Amanda Meier '13, Winner (2012), Honorable Mention (2011)
Laura Sheard '07 (2 years)
Brian Tavernia '04, Honorable Mention

Health Professions Scholarship Program (HPSP)

Meredith Colwell '12, Navy, Dental, University of Maryland School of Dental Medicine
Adam DiVincenzo '04, Navy, Dental, Tufts University School of Dental Medicine
Justin Henning '04, Navy, Medical, Jefferson Medical College
Kyle Keinath '10, Navy, Medicine, Philadelphia College of Osteopathic Medicine
Susan Marchiano '04, Air Force, Medical, University of Medicine and Dentistry of New Jersey-College of Osteopathic Medicine
Peter McIntyre '04, Navy, Medical, Jefferson Medical College
Robert Uniszkiwicz '04, Navy, Medical, Drexel University College of Medicine
Evan Wright '04, Navy, Medical, Philadelphia College of Osteopathic Medicine

Howard Hughes Medical Institute

Rebecca Wingert '99, Honorable Mention, Ph.D., Biology, Harvard University

Irish Research Council for Science, Engineering & Technology

Erin Jo Tiedeken '10, Study in Plant Ecology at Trinity College in Dublin

Japan – U.S. Commission Bridging Scholarship

Emi Sakayama '06

Jacob K. Javits Fellowship

Sarah Kersh '04, Ph.D., English, Vanderbilt University
Rachel Miller '04, Ph.D., English, University of Wisconsin

Janet H. and C. Harry Knowles Science Teaching Foundation Fellowship

Alexander Joujan '05

James Madison Memorial Fellowship Foundation

Christopher Baylor '97, M.A., History, Brown University
Evan McLaughlin '10, History

Thurgood Marshall College Fund, New Horizon Scholar

Ryan Chapoteau '08

Medical Scientist Training Program Award

Joshua Cohen '11, University of Alabama-Birmingham
Jill Neiman '06, University of Colorado School of Medicine
Rebecca Schneider '01, Baylor University
Eric Smith '02, Albert Einstein College of Medicine of Yeshiva University

Minority Corporate Counsel Association Lloyd M. Johnson Scholarship

Ryan Chapoteau '08

National Collegiate Athletic Association (NCAA)

Gerald 'Michael' Baer '12
Jason Finkelstein '06
Sara Gearin '08, Finalist
Kathleen Haggerty '07, Finalist
Matthew Loesch '07
Amy Schmidt '06
Robert Torphy '11
David Vassilaros '03
Nicole Washburn '07

National Collegiate Honors Council Student of the Year

Jacob Glass '13

National Defense Science and Engineering Graduate Fellowship

Jackson Mayo '00, Ph.D., Physics, Princeton University
(This student won and declined a NSF in order to take the NDSEGF).

National Physical Science Consortium

Jessica Neff '01, Artificial Intelligence, University of Florida

National Science Foundation

Christopher Alvaro '10, Honorable Mention (2011 and 2012)

Karen Baab '00, Ph.D., Physical Anthropology, Columbia & New York
University Consortium

Alexa Carollo '14

Andrea Cerrone '02, Winner (2004), Honorable Mention (2003), Ph.D., Biochemistry,
Penn State University

Jaclyn Durkin '13

Miriam Eisenberg '07, Honorable Mention

Christine Gleave '11, Honorable Mention

Lori Haynes '01, Honorable Mention, Plant Ecology, University of Pennsylvania

Jake Tompkins Herb '11, Princeton University

Beth Irwin '07, Chemical Ecology, Penn State University

Jackson Mayo '00, Ph.D., Physics, Princeton University

(This student won and declined the NSF in order to take a NDSEFG.)

John Santa Maria '08, Honorable Mention, Ph.D., Biochemistry, Harvard University

Amanda Meier '13, Winner (2015), Honorable Mention (2014)

Lucas Michelotti '12, Honorable Mention

Jessica Nesmith '09, University of North Carolina at Chapel Hill

Emily Petchler '09

Hudson Roth '14, Honorable Mention

Laura Sheard '07, Honorable Mention, Ph.D., Neuroscience, University of Washington

Mackenzie Smith '06, Honorable Mention, Ph.D. Atmospheric Chemistry,
Harvard University

Christopher Szakal '01, Honorable Mention, Chemistry, Penn State University

Jessica Tanis '02, Winner (2004), Honorable Mentions (two), Molecular and
Environmental Biology, Yale University

Erin Jo Tiedeken '10, Plant Ecology, Trinity College in Dublin

Mark Urban '98, Honorable Mention, M.S/Ph.D. Environmental Science,
Yale University

Rebecca Wingert '99, Honorable Mention, Ph.D., Biology, Harvard University

Elia Wright '10, Honorable Mention

Pennsylvania Chapter of the Wildlife Society Frank Felbaum Scholarship

Steven Epting '09

Rotary Ambassadorial Scholarship

Rebecca Eckard '03, International Peace/Conflict and Performance Studies, University of
Sydney, Australia

Michael Hogentogler '04, Masters, Finance, University of Manchester, U.K.
 Alyssa Lucadamo '11, Finalist
 Christian Subbio '99, Spain

St. Andrew's Society Scholarship

Emma Bartholomew '09, Full-year study, University of Edinburgh
 Anne Cawley '12, (McFarland), Full-year study at University of Edinburgh
 Amy Cohen '10, Full-year study, University of Edinburgh
 Nicholas Cunningham '17, Full-year study, University of Aberdeen
 Christine Davies '05, Full-year study, St. Andrew's University
 Benjamin Kanigel '08, Full-year study, University of Glasgow
 Martin Lo Sasso '15, Full year study at University of Glasgow
 Benjamin Mervis '11, Full-year study, University of Glasgow
 Megan O'Donnell '06, Full-year study, University of Edinburgh
 Hannah Oros '14, Full-year study, University of Glasgow
 Alexandra Tandler '14, Full-year study, University of Edinburgh

Robert & Patricia Switzer Fellowship

Jacob Glass '13

George and Emma Torrison Scholarship of the ELCA

Kristen Geisser '03

Harry S. Truman Scholarship

Kate Bartkus '00
 Kristen DiLorenzo '02, Finalist
 Melanie Ferrara '15, Finalist
 Erin Gistaro '16, Finalist
 Jacob Glass '13
 Lindsey Moore '04, Finalist
 David Sobotkin '03, Finalist

Morris K. Udall and Stewart L. Udall Scholarship in National Environmental Policy

Patrick Fligge '10, Honorable Mention
 Jacob Glass '13
 Sara Imperiale '10
 Amanda Meier '13, Honorable Mention
 Mark Urban '98, M.S./Ph.D., Environmental Science, Yale University
 Adrienne Zitka '02, Rutgers University School of Law

Uniformed Services Scholarship

Richard Kipp '04, Air Force, Medical, Uniformed Services University of the
 Health Sciences

USEPA National Network for Environmental Management Studies (NNEMS)

Michael Hoffman '00, Ph.D., Freshwater Ecology, University of Wisconsin

Stephanie Kaliner '99, D.O., Pennsylvania College of Osteopathic Medicine

Heidi Kunsch '01, Ph.D., Pennsylvania State University

Carlene Murray '02

USEPA Science to Achieve Results (STAR)

Deanna Howarth '04, Ph.D., Integrated Toxicology, Duke University

V. Student Life

1. STUDENT GOVERNMENT ASSOCIATION (SGA)

The Student Government Association (SGA) represents undergraduate students, voicing their concerns, promoting their interests, and advocating and advocating for student life and academic concerns at Muhlenberg College.

The Student Body elects a Student Body President and 22 at-large representatives each fall. At their first meeting, members elect a Vice President, Executive Secretary, Recording Secretary and Treasurer who serve as the Executive Board of the SGA.

The SGA is involved in decision making for many aspects of campus life including: appointing students to College and faculty committees, funding campus clubs and organizations, recommending policy changes to campus officials, and generating ideas and programs beneficial to the entire campus.

Additional information, including the SGA's governing documents, can be found on the Student Government Association website: <http://www.muhlenberg.edu/studorgs/council/index.html>.

2. STUDENT ORGANIZATIONS

Academic Interest Organizations

Accounting Society
 Anthropology Club
 Biology Club
 Business & Economics Club
 Computer Science Club
 Chemistry & Biochemistry Club
 Education Society
 Forum of History
 Human Studies Club
 John Marshall Pre-Law Society
 Le Cercle Français (French)
 Math Club
 Muhlenberg Film Association
 Pre-Dental Club
 Pre-Med Club
 Pre-Vet Club
 Psychology Club
 Russian Club
 Spanish Club

Campus Service

Cardinal Key
 Class of 2015 Class Council
 Class of 2016 Class Council
 Class of 2017 Class Council
 Class of 2018 Class Council
 Muhlenberg College Emergency Medical Service (MCEMS)
 Muhlenberg Activities Council (MAC)
 Peer Health Advocates at Muhlenberg (PHAM)
 Sexual Assault Support Services (SASS)
 Student Government Association
 Tour Guides

Greek Organizations

Inter-Fraternity Association
 Alpha Tau Omega
 Delta Tau Delta
 Sigma Phi Epsilon
 Panhellenic Association
 Alpha Chi Omega
 Delta Zeta
 Phi Mu
 Phi Sigma Sigma
 Theta Nu Xi

Academic Honor Societies

Alpha Epsilon Delta (Pre-Health)
 Delta Phi Alpha (German)
 Dobro Slovo (Slavic Studies)
 Omicron Delta Epsilon (Economics)
 Omicron Delta Kappa (Leadership)
 Order of Omega (Greek Leadership)
 Pi Mu Epsilon (Mathematics)
 Pi Sigma Alpha (Political Science)
 Phi Alpha Theta (History)
 Phi Beta Kappa (Liberal Arts)
 Phi Sigma Iota (Romance Languages)
 Phi Sigma Tau (Philosophy)
 Psi Chi (Psychology)

Sigma Tau Delta (English)
 Theta Alpha Kappa (Religion)

(Please Note: these groups are advised by the Dean of the College for Academic Life)

Performance Organizations

A Cappella Council
 AcaFellas
 The Chai-Monics!
 The Dynamics
 FUZiiON Dance
 The Girls Next Door
 InAcchord
 Live in Color – Show Choir
 MINT*
 Muhlenberg Dance Association (MDA)
 Muhlenberg Music Association (MMA)
 Muhlenberg Theatre Association (MTA)
 Noteworthy
 Pep Band
 Perkulators
 Rejoice Gospel Choir
 Soul Sound Steppers
 TopNaach
 Chamber Orchestra^
 Chapel Choir^
 Jazz Ensemble^
 Muhlenberg Collegium Musicum^
 Opera Workshop^
 Wind Ensemble^

^Non-credit music classes, must audition; contact the Music department for more information

Publications & Communications

Organizations
 Ciarla (yearbook)
 Muhlenberg Broadcasting Community (MBC)
 Muhlenberg Weekly
 Muses Art & Literary Magazine
 WMUH Allentown 91.7 FM

Community Engagement

ACS Colleges Against Cancer
 Adopt a Grandparent
 Alpha Phi Omega
 Best Buddies
 Foundation for International Medical Relief for Children (FIMRC)
 Habitat for Humanity

Shared Interest Organizations

Active Minds
 Anime Club
 Asian Students Association (ASA)
 Black Students Association (BSA)
 Badminton Club
 Board Game Association

Chinese Students Association
 College Democrats
 College Republicans
 Community Garden Club
 Comunidad Latina
 Environmental Action Team (EnAcT)
 Feminist Collective
 Great Drug Forum
 International Students Association
 Inside & Out: The Body Positivity Group
 Jewelry Making Club
 Kappa Kappa Psi
 Knit Wits
 Magic: The Gathering
 Muhlenberg Fashion Society
 Muhlenberg Gourmet Club
 Muhlenberg International Relations Council (MIRC)
 Muhlenberg Outdoors Club
 Muhlenberg Quidditch Club
 Muhlenberg Rootstrikers
 Muhlenberg Trans Advocacy Coalition (MTAC)
 Muhlenberg Ukulele Ensemble
 Muhlenberg Winter Sports Club
 Muhlenberg Writers
 Multicultural Council
 Racquetball Club
 Social Justice Collaborative
 Soka Gokkai International (SGI)
 STRIDE
 Students for Queer Advocacy (SQuAd)
 Students for Reproductive Justice
 Supporting Women of Color
 Supporting Our Troops
 Word Weavers

Sports and Recreation Organizations

Fencing Club
 Intramurals
 Men's Hockey
 Muhlenberg Ultimate
 Student-Athlete Advisory Committee (SAAC)
 Student Athlete Mentors (S.A.M.)
 Swim Club
 Women's Rugby

Religious Organizations

Disciple Makers CCF
 Hillel
 Muslim Students Association
 Protestant Student Faith Community
 Catholic Campus Ministry

3. COMMUNITY ENGAGEMENT

The Office of Community Engagement at Muhlenberg College engages students, employees, and local communities through partnerships intended to catalyze personal, institutional, and community change. The office strives to connect Muhlenberg and Allentown communities in meaningful, deep partnerships aimed at creating change, facilitate student understanding of social identities, civic engagement and communities and enhance our communities' ability and desire to critically analyze, learn and dialogue about important social justice issues. Students regularly connect with local community members including children, adults and senior citizens, organize one-time community-building events, take action on social justice issues, advocate for change, and much more through the Office of Community Engagement.

4. INTERCOLLEGIATE ATHLETIC HIGHLIGHTS: 2007 - 2016

BASEBALL

- 2008: Junior Christian Conti is named Centennial Conference player of the year and first-team all-region after setting school records for home runs (11), triples (11), and RBI (60).
- 2013: Outfielder John Muha hits .408 and becomes the program's all-time hits leader en route to earning first-team all-region honors.
- 2014: Just two years after finishing in last place, the Mules climbed to third to earn their first Centennial Conference playoff berth since 2008. Outfielder John Icaza is named CC rookie of the year.
- 2016: Sophomore lefty Timmy Pilrun becomes the first Muhlenberg pitcher to earn first-team All-Centennial Conference honors since 2002. Freshman Chris Grillo is named CC rookie of the year.

BASKETBALL (MEN)

- 2008: The Mules set a school record for margin of victory by defeating Philadelphia Biblical, 107-37.
- 2009: In his final year at Muhlenberg, head coach Dave Madeira wins his 300th game (77-68 vs. Hood).
- 2011: Spencer Liddic breaks a 40-year-old school record for points scored in a season (509) and is named to the Academic All-America first team.
- 2012: The Mules finish 18-9 and advance to the Centennial Conference championship game for the first time since 2001. Senior Spencer Liddic becomes the first Centennial Conference men's player to record 1,000 rebounds and earns Academic All-America honors for the second year in a row. Malique Killing breaks the Centennial Conference record for points by a freshman.
- 2013: Kevin Hargrove records a triple-double with 12 points, 13 rebounds and 10 blocked shots in a 74-53 win against McDaniel.
- 2015: Malique Killing breaks Bob McClure's 44-year-old all-time scoring record, finishing his career with an even 1,900 points.

BASKETBALL (WOMEN)

- 2007: Meghan Courtney earns All-America honorable mention.
- 2008: Led by All-American selection Lauren Boyle, Muhlenberg wins the Centennial Conference Championship and hosts two rounds of the NCAA Tournament.
- 2009: The Mules become the first team to go undefeated through the Centennial Conference regular season and playoffs and go on to reach the "Sweet 16" of the NCAA Division III Tournament for the first time. They finish with a record of 26-4 and ranked in the top 15.
- 2010: The Mules win the Centennial Conference regular-season title and receive an at-large bid to the NCAA Tournament for the first time.
- 2011: Muhlenberg wins the Centennial Conference championship and reaches the NCAA "Sweet 16" for the second time in three years with dramatic comeback wins against Williams and Rochester. Alexandra Chili breaks the CC record for career three-pointers as a junior.
- 2012: Muhlenberg wins its fifth Centennial Conference championship in seven seasons, beating top-seeded Johns Hopkins in the title game for the second year in a row. Senior Alexandra Chili, the first player in Centennial Conference history to score 2,000 points, is named to the All-America first team and Academic All-America second team.
- 2015: Muhlenberg wins the Centennial Conference championship and advances to the second round of the NCAA Tournament. Senior forward Leanna Tallamy receives All-America honorable mention.
- 2016: Muhlenberg goes 25-3, wins the Centennial Conference championship and hosts the first two rounds of the NCAA Tournament. The Mules were ranked 14th in the final Division III poll. Sophomore Brandi Vallely leads Division III in assists and sets a record with five triple-doubles. Sophomore Rachel Plotke leads Division III in three-point shooting percentage.

CROSS COUNTRY (MEN)

- 2007: Juniors David Chorney and Timothy VanSyckle become the first Mule runners to compete at the NCAA Championships twice.

- 2008: Seniors David Chorney and Timothy VanSyckle run in the NCAA Championships for the third year in a row.
- 2009: Junior Bobby Torphy earns a bid to the NCAA Championships.
- 2010: Bobby Torphy again qualifies for the NCAA Championships, where he becomes the first two-time recipient of the “Elite 88” Award. He goes on to be named Academic All-America of the Year (the first in Muhlenberg history) in cross country/track and field.
- 2014: Sophomore Jaryd Flank posts the best finish by a Mule (92nd out of 280 runners) at the NCAA Championships.
- 2015: Junior Jaryd Flank finishes second at the NCAA Mideast Regional and comes in 90th at the NCAA Championships.

CROSS COUNTRY (WOMEN)

- 2007: Senior Sara Gearin qualifies for the NCAA Championships as Muhlenberg sends runners from both genders for the first time.
- 2011: Samantha Mayden qualifies to run in the NCAA Championships and leads Muhlenberg to its highest regional finish ever – seventh place.
- 2012: Samantha Mayden posts the highest finish ever by a Mule cross country runner at the NCAA Championships (67th place).
- 2013: Nicki Cronin earns all-region honors for the third straight year and qualifies for the NCAA Championships.
- 2015: In her first year running for the Mules, sophomore Jamie Pacilio qualifies for the NCAA Championships.

FIELD HOCKEY

- 2010: Junior Brittany DeAngelis is named to the Academic All-America third team.
- 2011: Senior Brittany DeAngelis is named to the Academic All-America first team.
- 2012: Muhlenberg receives votes in the national Division III poll after an early-season upset of ninth-ranked Montclair State, which will not lose again until the Division III championship game.
- 2013: Kayleigh Thies is named a third-team All-American after helping the Mules earn their first Centennial Conference playoff berth since 2007.
- 2014: The Mules finish with a 12-6 record and receive votes in the national poll for most of the season.
- 2015: Muhlenberg qualifies for the Centennial Conference playoffs and receives an ECAC Tournament bid for the second straight year.

FOOTBALL

- 2007: The Mules post their first undefeated regular season ever and win their first outright Centennial Conference championship. Muhlenberg advances to the second round of the NCAA Tournament, finishes with a record of 11-1 and is ranked in the top 10 in Division III.
- 2008: Muhlenberg wins its second straight Centennial title and climbs as high as No. 2 in the national rankings. Seniors John DeLuca and Matthew Rathbun are named Centennial Conference offensive and defensive players of the year, respectively.
- 2010: Muhlenberg rebounds from a 3-7 season in 2009 to win its record-tying ninth Centennial Conference championship (seventh in 10 years). Linebacker Patrick McDonough is named CC defensive player of the year and a second-team All-American.
- 2011: Paced by a defense that allowed fewer than 300 yards and 20 points per game for the 11th straight season, the Mules go 7-3 and finish in second place in the Centennial Conference. Senior linebacker Patrick McDonough is just the third Mule ever named to the American Football Coaches Association All-America team.
- 2012: Muhlenberg earns its ninth postseason berth in 13 years, wrapping up an 8-3 campaign in the ECAC South Atlantic Bowl. Head coach Mike Donnelly reaches the 100-win mark for his career with a 21-0 shutout of Franklin & Marshall.
- 2013: Tight end Michael Long is named a third-team All-American, and quarterback Nick Palladino is named Centennial Conference rookie of the year after breaking the league record for passing yards by a freshman. The Mules go 8-3 and play in the ECAC South Atlantic Bowl for the second year in a row.
- 2014: Muhlenberg receives an at-large bid to the NCAA Tournament, falling by one point in the first round to undefeated Widener. Tight end Michael Long is a first-team All-American and running back Max Cepeda is Centennial Conference rookie of the year for an offense that sets school records for points and yards per game.

2015: Senior offensive lineman Bryan Auvil is named to the Academic All-America first team. Junior quarterback Nick Palladino breaks the school record for career passing yards, leading the Mules to an 8-3 record.

GOLF (MEN)

2011: Zachary Oyer concludes his career with a school-record stroke average of 78.3 and finishes second at the Centennial Conference Championships. Muhlenberg ties a program record with three tournament wins during the year.

2015: Muhlenberg sets a school record for the Centennial Conference Championships with a team score of 302 in the third round.

GOLF (WOMEN)

2007: The Mules win the Centennial Conference Championship by 30 strokes over five-time defending champ McDaniel. Freshman Kimberly Snyder wins the CC tournament and shatters the school record by averaging 81.7 strokes per round for the year.

2015: Freshman Aine Filler is named Centennial Conference rookie of the year after finishing second at the CC Championships.

LACROSSE (MEN)

2008: In its sixth varsity season, Muhlenberg qualifies for the Centennial Conference playoffs and earns votes in the national poll. Senior midfielder Kyle Farris and junior defenseman John DeLuca are named All-Americans.

2009: The Mules tie for third in the Centennial Conference, and John DeLuca earns All-America honors for the second straight year.

2010: Muhlenberg scores its first win against a nationally ranked team, beating No. 13 Haverford – the eventual Centennial Conference champion – in overtime.

2011: Muhlenberg beats perennial Division III power Gettysburg for the first time. The 11th-ranked Bullets are the highest-ranked team the Mules have defeated.

LACROSSE (WOMEN)

2008: The Mules enjoy their best season ever, winning a school-record 11 games and qualifying for the Centennial Conference playoffs.

2009: In their best season ever, the Mules go 10-4, finish in third place in the Centennial Conference, and are voted in the national poll for the first time.

2014: Muhlenberg wins its final three regular-season games to land in the Centennial Conference playoffs for the first time in five years. Senior Kaitlyn McCaffrey is named CC defensive player of the year.

2015: The Mules host a postseason game for the first time ever after finishing fourth in the Centennial Conference. Stephanie Umbach leads Division III with 86 goals scored and finishes her career as the holder of every school for points, goals and draw controls.

2016: Muhlenberg wins its first championship ever, capturing the ECAC Mid-Atlantic Tournament at home to end the season with a school-record 13 wins.

SOCCER (MEN)

2007: Muhlenberg ties for the Centennial Conference regular season title and earns a bid to the NCAA Tournament.

2009: Sophomore Cody Antonini earns first-team All American honors and is named Centennial Conference player of the year after scoring 12 goals and leading the Mules to the CC regular-season championship.

2010: Muhlenberg earns an at-large bid to the NCAA Tournament and advances to the “Sweet 16” for the first time since 1997. The Mules are ranked 12th in the final Division III poll and have two All-Americans in forward Cody Antonini and goalie Jason Daniels.

2014: The Mules win their sixth Centennial Conference championship and advance to the “Sweet 16” of the NCAA Tournament before falling to eventual national champion Tufts. Midfielder Lance Dotzman is named a third-team All-American and a third-team Academic All-American. Back Tommy Hoffmann earns first-team Academic All-America honors.

SOCCER (WOMEN)

- 2008: Muhlenberg's first 5-0 start includes its first win ever against Scranton. The Mules go on to finish 11-5-4 and win a home playoff game vs. Haverford.
- 2009: The Mules win the Centennial Conference regular-season title and receive an at-large bid to the NCAA Tournament for the first time.
- 2012: The Mules qualify for the Centennial Conference playoffs and set a school record by allowing only 14 goals all season.

SOFTBALL

- 2009: After tying for last place in 2008, the Mules come back to win their fourth Centennial Conference championship.
- 2011: Muhlenberg wins its fifth Centennial Conference championship, defeating top seed Dickinson twice in the conference playoffs. Senior Ashley Brewer is named CC player of the year for the second year in a row after smashing the school records for home runs (7) and RBI (51) in a season; she also makes the Academic All-America team.
- 2012: Sophomore Kelly Kline is named Centennial Conference player of the year after hitting .478 and breaking the school records for home runs (12), extra-base hits (26), total bases (105) and slugging percentage (.929) in a season. In only two seasons, Kline becomes the Mules' career home run leader with 15.
- 2013: The Mules set a College record for all sports with 31 wins, earning the right to host the Centennial Conference playoffs for the first time. CC co-pitcher of the year Kelsey Jones tosses the first perfect game in program history, retiring all 21 hitters vs. Misericordia.

TENNIS (WOMEN)

- 2011: The Mules defeat Haverford, 5-0, for their first postseason win since 1991.
- 2016: Junior Sara Finger is named Centennial Conference player of the year after going undefeated in CC singles play.

TRACK & FIELD (MEN)

- 2009: Senior David Chorney qualifies for the NCAA Championships both indoors and outdoors, becoming the first Mule athlete to compete at the national level five times. The distance runner also is named Most Outstanding Performer for track events at the Centennial Conference Indoor Championships. Chorney is part of the distance medley relay team that finishes fourth at the NCAA Indoor Championships.
- 2011: Junior sprinter Peter Rice wins a combined seven gold medals and is named Most Outstanding Performer at the Centennial Conference indoor and outdoor championship meets. Senior Bobby Torphy and junior Michael Baer are both named to the Academic All-America team, with Torphy becoming the first Mule to be named Academic All-America of the Year.
- 2012: Peter Rice finishes his career with a record total of 19 Centennial Conference gold medals after winning seven as a senior. The sprinter also anchors the relay team that wins the 4x400 at The Penn Relays – a first for Muhlenberg since 1943. Senior Michael Baer is named to the Academic All-America first team.
- 2013: Tyler Bauer earns All-America honors by placing fifth in the javelin at the NCAA Championships. The sophomore also is named Centennial Conference Most Outstanding Performer for field events and an Academic All-American.
- 2014: Tyler Bauer gets selected to the Academic All-America first team after repeating as an All-American in the javelin.
- 2015: Tyler Bauer launches the 10th-best javelin throw in Division III history in a meet at Lafayette. He went on to be named to the Academic All-America team for the third straight year.
- 2016: Junior Jaryd Flank (steeplechase) and senior Jordan Rosenthal (javelin) qualify for the NCAA Championships.

TRACK & FIELD (WOMEN)

- 2007: Freshman Alex Faust (indoors) and senior Sarah Mitchell (outdoors) are both named Outstanding Performer for field events at the Centennial Conference Championships. Mitchell wins the javelin for the fourth year in a row and qualifies for the NCAA Championships.
- 2009: Juniors Alex Faust and Jennifer Lynch become the first Muhlenberg female athletes to qualify for the NCAA Indoor Championships. Faust goes on to earn All-America honors outdoors by finishing seventh in the pole vault.

- 2010: Alex Faust ends her career with an unprecedented eight gold medals in the pole vault at Centennial championship meets. She earns All-American honors both indoors (sixth place) and outdoors (fourth place).
- 2013: Seventh-place finishes at the NCAA Championships make All-Americans of Stephanie Carnevale (60-meter hurdles indoors) and Samantha Mayden (5,000 meters outdoors).

VOLLEYBALL

- 2010: Muhlenberg defeats Gettysburg in the last match of the regular season to earn its first playoff bid in nine years.
- 2013: Muhlenberg reached the 20-win mark and advances to the Centennial Conference championship match, both for the first time since 2001. Freshman hitter Allison Glass is named CC rookie of the year.
- 2014: The Mules finish with a record of 25-8, reach the Centennial Conference final for the second straight year and earn votes in the national poll for the first time ever. Junior middle Katherine Boll becomes the program's first All-American in 10 years.
- 2015: Junior Elizabeth Garrison is named a second-team Academic All-American.

WRESTLING

- 2007: Muhlenberg qualifies four wrestlers for the NCAA Championships. One of them, senior Matt Loesch, finishes his career undefeated against Centennial Conference opponents and earns All-America and Academic All-America honors.
- 2009: Senior Rob Kein places eighth at 149 at the NCAA Championships, earning All-America honors.

VI. Student Costs

1. STUDENT COSTS

Year	Tuition and Fees	Activity Fee	Comprehensive Fee	Room	Board	Resident Charges	Total Charges	Percent Increase
2002-2003	23,250	205	23,455	3,295	3,000	6,295	29,750	5.61%
2003-2004	24,730	215	24,945	3,490	3,050	6,540	31,485	5.83%
2004-2005	26,570	230	26,800	3,875	3,150	7,025	33,825	7.43%
2005-2006	28,550	210	28,760	4,070	3,200	7,270	36,030	6.52%
2006-2007	30,490	225	30,715	4,265	3,260	7,525	38,240	6.13%
2007-2008	32,850	240	33,090	4,480	3,310	7,790	40,880	6.90%
2008-2009	35,125	250	35,375	4,700	3,360	8,060	43,435	6.25%
2009-2010	36,730	260	36,990	4,985	3,455	8,440	45,430	4.59%
2010-2011	38,100	270	38,380	5,035	3,700	8,735	47,115	3.71%
2011-2012	39,630	285	39,915	5,210	3,830	9,040	48,955	3.91%
2012-2013	41,225	285	41,510	5,390	3,965	9,355	50,865	3.90%
2013-2014	42,470	285	42,755	5,525	4,555*	10,080	52,835	3.87%
2014-2015	43,860	285	44,145	5,665	4,670*	10,335	54,480	3.11%
2015-2016	45,590	285	45,875	5,850	4,800*	10,650	56,525	3.75%
2016-2017	47,825	485	48,310	6,025	4,945*	10,970	59,280	4.87%

* Please note: reflects the “Gold” meal plan, which is the most popular.

2. STUDENT FINANCIAL AID PER STUDENT

	2011-12	2012-13	2013-14	2014-15	2015-16
STATISTICS BASED ON PER STUDENT					
College Educational and General Expenditures per Student	\$43,198	\$45,733	\$47,362	\$50,201	\$52,213
Tuition and Fees per Student	\$39,915	\$41,510	\$42,755	\$44,145	\$45,875
Number of Students as of Fall Enrollment	2,226	2,211	2,195	2,174	2,226
Number of Students Aided	2,009	2,042	2,060	2,045	1,981
Percent of Students Aided	90.3%	92.4%	93.8%	94.1%	89.0%
Average Financial Award	\$24,723	\$25,033	\$25,153	\$26,417	\$29,685
Average Award as Percent of Tuition & Fees	61.9%	60.3%	58.8%	59.8%	64.7%

3. STUDENT FINANCIAL AID, TOTAL AWARDS

	2011-12	2012-13	2013-14	2014-15	2015-16
STATISTICS BASED ON TOTALS IN THOUSANDS					
Total Tuition & Fees for Full-time Students	\$91,337	\$94,435	\$96,345	\$98,673	\$103,427
Total Financial Aid	\$49,672	\$51,117	\$51,815	\$54,022	\$58,805
Total Aid as Percent of Tuition & Fees	54.4%	54.1%	53.8%	54.7%	56.9%
COMPONENTS OF TOTAL FINANCIAL AID PACKAGES IN THOUSANDS					
Muhlenberg Grants	\$30,233	\$31,918	\$33,306	\$35,895	\$39,969
% of Total Financial Aid	60.9%	62.4%	64.3%	66.4%	68.0%
Government Grants	\$1,840	\$1,855	\$1,880	\$1,513	1,669
% of Total Financial Aid	3.7%	3.6%	3.6%	2.8%	2.8%
Student & Outside Grants	\$2,553	\$2,872	\$2,654	\$2,698	\$2,976
% of Total Financial Aid	5.1%	5.6%	5.1%	5.0%	5.1%
Student Employment	\$545	\$538	\$519	\$564	\$543
% of Total Financial Aid	1.1%	1.1%	1.0%	1.1%	0.9%
Educational Loans	\$14,501	\$13,934	\$13,456	\$13,352	\$13,648
% of Total Financial Aid	29.2%	27.3%	26.0%	24.7%	23.2%
TOTALS	\$49,672	\$51,117	\$51,815	\$54,022	\$58,805

ALUMNI, PARENTS AND FRIENDS

I. Alumni

1. ALUMNI ASSOCIATION EXECUTIVE BOARD, 2016-2017

Term Expires 2017
Charles Clifford Allen '69
Bruce A. Bird '77
Edward Bollard '79
Jason R. Finkelstein '06
Jennifer McKee Hall '02
Carol Ekizian Papazian '79

Term Expires 2018
Bruce Albright '74
Kent Brustlin '92
Mikel Daniels '96
Shannon Gary '97
Peter Rustio '78
John Trainer, Jr. '65

Term Expires 2019
Greg Adams '05
Jeffery Berdahl '85
Rudy Favocci '79
Chip Hurd '86
Brian Galgano '08
Ben Miles '13
Jill Stetz-Lewis '89
Michael Yellin '05

Term Expires 2020
Lauren C. Anderson '79
Deborah Clay-Alston '98
Dana Iannuzzi '03
Sharon Lowe '65
Elizabeth Fendt '00
Anne Marie Licenziato-Fanelli '83
Rebecca Trajtenberg '03

2. ALUMNI ASSOCIATION OFFICERS, 2016-2017

Stephen Hart '76	President
Greg Adams '05	Vice-President
Carol Ekizian Papazian '79	Secretary
Jeffrey Berdahl '85	Treasurer

ALUMNI ASSOCIATION PAST PRESIDENTS

Theodore C. Argeson '51	Harry Lessing '67
Jean R. Dacy '74	Louis R. Lessig '93
Edward M. Davis, Jr. '60	Marilyn L. Marles '75
Lona M. Farr '62	David J. Nowack '67
Robert M. Foster '71	*Frank H. Reisner '40
*James A. Hemstreet '44	*Bruce R. Romig '46
*Donald B. Hoffman '32	John B. Rosenberg '63
Sheryl LeBlanc Guss '81	Walter Zieger '50

*deceased

3. REGIONAL ALUMNI CLUBS

Region	Club Leader
Baltimore	Jenn Yateman '04
Central PA	Michael O'Rourke '05 & Angela Lucci '10
Lehigh Valley	Heather Adams '07 & Greg Adams '05
Los Angeles	Kristen Lutes '04
New England	Edward Kutchin '75 & Christina Coviello '02
New York City	Frank Caria '01 & Allison Klein '08
Philadelphia	Stuart Udis '09
North Jersey	Jason Finkelstein '06
Washington, DC	Michael Rutler '04

4. LIVING ALUMNI DISTRIBUTION BY CLASS YEAR

Class Years	Number of Alumni	Percent of Total
2010-2016	4,686	17.4%
2000-2009	5,977	22.2%
1990-1999	4,370	16.2%
1980-1989	3,708	13.8%
1970-1979	3,539	13.2%
1960-1969	2,807	10.4%
1950-1959	1,270	4.7%
1940-1949	557	2.1%
TOTAL ALUMNI	26,914	

5. ALUMNI ACHIEVEMENT AWARD WINNERS, 1997-2016

1997

*David Otto Tyson '47	Service to the College
Diane Ladley '70	Service to the Alumni Association
*Dr. Edwin R. Baldrige	Service to the College by a non-alumnus
Eric Maguire '97	Undergraduate Merit Award
Faaiza Zaidi '97	Undergraduate Merit Award

1998

*Bernard Frank '35	Service to the College
Ruth R. Crone '64	Distinguished and Exceptional Attainment in Life
Keith L. Bildstein '72	Distinguished and Exceptional Attainment in Life
Tammy L. Bormann '83	Service to the Alumni Association
John M. Heffer P'96	Service to the College by a non-alumnus
Heather Clauss '98	Undergraduate Merit Award
Mark C. Urban '98	Undergraduate Merit Award

1999

*John H. Reumann '47	Service to the College
Jamie J. Smith '81	Distinguished and Exceptional Attainment in Life
Darryl G. Ponicsan '59	Distinguished and Exceptional Attainment in Life
*Thomas W. Mendham '63	Service to the Alumni Association
Dr. Charles S. Bednar	Service to the College by a non-alumnus
Jeffrey Brydzinski '99	Undergraduate Merit Award
Jennifer Zwirn '99	Undergraduate Merit Award

2000

Arthur A. Altman '53	Service to the College
Stephanie Duncan-Peters '74	Distinguished and Exceptional Attainment in Life
Raymond L. Singer '80	Distinguished and Exceptional Attainment in Life
Robert '62 and Carolyn Buzzard '61	Service to the Alumni Association
*Frank Marino	Service to the College by a non-alumnus
Lisa C. Ansorge '00	Undergraduate Merit Award
Kenyamo McFarlane '00	Undergraduate Merit Award

2001

*Dr. Lee A. Graver '31	Service to the College
Richard F. Brueckner, Jr. '71	Distinguished and Exceptional Attainment in Life
Harriet "Carrie" Carmichael '66	Distinguished and Exceptional Attainment in Life
Irving J. Chasen '61	Service to the Alumni Association
*Dorothy Moyer	Service to the College by a non-alumnus
Susanne H. Meixsell '91	Outstanding Young Alumna/us Recognition Award
Adam Evans '01	Undergraduate Merit Award
Garret E. Pachtinger '01	Undergraduate Merit Award

2002

Christopher Hooker-Haring '72	Service to the College
Shirley Kistler Baker '65	Distinguished and Exceptional Attainment in Life
Sam Stovall '77	Distinguished and Exceptional Attainment in Life
Walter O. Staehle '76	Service to the Alumni Association
*Abram Samuels	Service to the College by a non-alumnus

Samuel A. Calagione III '92
 Kristen DiLorenzo '02
 Elias Saratovsky '02

Outstanding Young Alumna/us Recognition Award
 Undergraduate Merit Award
 Undergraduate Merit Award

2003

Carl Oplinger '58
 Paul Brucker '53
 Carol L. Mummey Klement '64
 Joseph and Rita Scheller
 Brian Fishbone '98
 Sarina Ahuja '03
 David Sobotkin '03

Service to the College
 Distinguished and Exceptional Attainment in Life
 Service to the Alumni Association
 Service to the College by non-alumnus
 Outstanding Young Alumna/us Recognition Award
 Undergraduate Merit Award
 Undergraduate Merit Award

2004

Richard Romeo '79
 William Dalsey '76
 Collins Haines '54
 James and Nancy Steffy
 Lindsey Moore '04
 Richard Kipp '04

Service to the College
 Distinguished and Exceptional Attainment in Life
 Distinguished and Exceptional Attainment in Life
 Service to the College by non-alumnus
 Undergraduate Merit Award
 Undergraduate Merit Award

2005

Sandra Smith Bodnyk '73
 Thomas Kelsall '55
 Connie Kunda
 John Rosenberg '63
 Mike Doyle '94
 Elizabeth Einhorn '05
 Jessica Lauer '05

Service to the College
 Alumni Lifetime Achievement
 Service to the College by non-alumnus
 Alumni Leadership
 Outstanding Young Alumna/us Recognition Award
 Future Alumni Leader Award
 Future Alumni Leader Award

2006

*Thomas Coughlin '56
 Alexander Adelson '56
 Merle Wolfe '61
 Carroll Marino
 Joan Triano '81
 Matthew Daly '98
 Kevin Brydzinski '06
 Stacy Lipschutz '06

Service to the College
 Service to the College
 Alumni Lifetime Achievement
 Service to the College by non-alumnus
 Alumni Leadership
 Outstanding Young Alumna/us Recognition Award
 Future Alumni Leader Award
 Future Alumni Leader Award

2007

Ken Friedman '57
 Harvey Stein '57
 Carl Schnee '57
 Anne Davis
 Eileen Collins Neri '87
 David Garbe '98
 Matthew Loesch '07
 Kimberly Nguyen '07

Service to the College
 Alumni Lifetime Achievement
 Alumni Lifetime Achievement
 Service to the College by a non-alumnus
 Alumni Leadership
 Outstanding Young Alumna/us Recognition Award
 Future Alumni Leader Award
 Future Alumni Leader Award

2008

Melanie (Mika) Mason '83
 *Priscilla (Schlenker) Kinney '64
 Nancy Thornberry '79
 Diane Mammon '88
 Patti Mittleman

Service to the College
 Alumni Lifetime Achievement
 Alumni Lifetime Achievement
 Alumni Leadership
 Service to the College by a non-alumnus

Christina Coviello '02
 Ryan Chapoteau '08
 Scott Gordon '08

Outstanding Young Alumna/us Recognition Award
 Future Alumni Leader Award
 Future Alumni Leader Award

2009

Lee Kreidler '59
 Edward Bonekemper III '64
 Leonard Zon '79
 Jeffrey Porphy '89
 Curtis Dretsch
 Jennifer McKee '02
 *Mahlon Hellerich '40
 Robert Janowitz '09
 Ashley Rider '09

Alumni Service to the College
 Alumni Lifetime Achievement
 Alumni Lifetime Achievement
 Alumni Leadership
 Service to the College by a non-alumnus
 Outstanding Young Alumna/us Recognition Award
 Heritage Recognition Award
 Future Alumni Leader Award
 Future Alumni Leader Award

2010

J. Ralph Borneman, Jr. '60
 Deborah E. Schneider '77
 Rudolph A. Favocci, Jr. '79, P'12
 Alfred C. Nicolosi '80
 Kent A. Dyer P'07, P'10
 William J. Raines '49
 William "Jake" Floyd '10
 Sara Imperiale '10

Alumni Lifetime Achievement
 Alumni Achievement in Education
 Alumni Leadership
 Alumni Achievement in Science
 Service to the College by non-alumnus
 Heritage Recognition Award
 Future Alumni Leader Award
 Future Alumni Leader Award

2011

Rev. Paul Spohn '55
 Dr. Ann Romatowski Rochmis '61
 *1st Lt. Marine Corp. Robert A. Butz '61
 Michael Pocalyko '76
 Janine Yass '81
 Dr. Scott Shikora '81
 Dr. Jonathan Abramowitz '91
 Arlene Gisolfi
 Amanda Palmer '11
 Robert Torphy '11

Heritage Recognition Award
 Alumni Achievement in Science
 Alumni Lifetime Achievement
 Alumni Life Time Achievement
 Alumni Achievement in Education
 Alumni Achievement in Science
 Alumni Achievement in Social Science
 Service to the College by a non-alumnus
 Future Alumni Leader Award
 Future Alumni Leader Award

2012

Rebecca Lentz Gorton '62
 Dr. Robert J. Karp '62
 Dr. Bruce A. Bird '77
 Susan Ettelman Eisenhauer '77
 Dr. Andrea Clearfield '82
 Nancy Hubbard Yeide '82
 Lauren Greber Shanahan '87
 Rebecca Liben '12
 Spencer Liddic '12

Alumni Achievement in Education
 Alumni Achievement in Science
 Alumni Service to the College
 Alumni Service to the College
 Alumni Achievement in Arts
 Alumni Achievement in Arts
 Alumni Leadership
 Future Alumni Leader Award
 Future Alumni Leader Award

2013

Paul Clymer '59
 Donna Van Fleet '68
 Alex Levin '78
 Peter Rustico '78
 Paul Silverman '78
 Donna Tyson '78

Alumni Achievement in Social Sciences
 Alumni Achievement in Business
 Alumni Achievement in Science
 Alumni Achievement in Humanities
 Alumni Service to the College
 Alumni Achievement in Social Science s

Jacy Good '08	Outstanding Young Alumnus Recognition
Tony Muir	Service to the College by a Friend
Jacob Glass '13	Future Alumni Leader
Stephen Moore '13	Future Alumni Leader

2014

Frederick Eck '64	Alumni Lifetime Achievement
Judy Decking Jones '64	Alumni Lifetime Achievement
Howard Weitz '74	Alumni Achievement in Science
Amy Jordan '83	Alumni Achievement in Communications
Nancy Donofrio Chiaravalloti '94	Alumni Achievement in Science
Michael Schlossberg '05	Outstanding Young Alumnus Recognition
Ramzy Burns '14	Future Alumni Leader
Ross Handler '14	Future Alumni Leader

2015

Simon Gribben '61	Alumni Achievement in Art
Thomas Horne '65	Alumni Achievement in Law
John Ladley '70 P'01	Service to the College
Lauren Anderson '79	Alumni Achievement in Law Enforcement
Edward Bollard, Jr. '79	Alumni Achievement in Medicine
Jeffrey Koehler '79	Service to the College
Timothy Walbert '89	Lifetime Achievement Award
Shelly Gable Nayak '90	Alumni Achievement in Psychology
Laura Barbalato '15	Future Alumni Leader
Nicholas Kennedy '15	Future Alumni Leader

2016

Hans Toffer '59	Lifetime Achievement Award
David Jones '66	Alumni Achievement in Clinical Psychology
William Franz '76	Alumni Achievement in Education
Steve Rose '79	Alumni Achievement in Education
Sheryl LeBlanc Guss '81	Alumni Leadership
Lucy Puryear '81	Alumni Achievement in Medicine
Dennis Williams Jr. '97	Alumni Service to the College
Adrian Shanker '09	Outstanding Young Alumnus
Sarah Cromwell '16	Future Alumni Leader
Chayoot Chengsupaimit '16	Future Alumni Leader

***deceased**

6. ATHLETIC HALL OF FAME MEMBERS- By Class

1915 * Walter Reisner	1950 *Sisto J. Averno	1982 Rebecca A. Zuurbier
1916 + * Gurney F. Afflerbach	1950 * Martin W. Binder	1983 Gary J. Greb
1916 * William S. Ritter	1950 * Michael Bogdziewicz	1983 Victor Lea
1920 * Earl S. Erb	1950 * Jack W. Crider	1984 Kenneth Chwatek
1921 * Harold C. Anderson	1950 Richard McGee	1984 Diane Reppa Sokalski
1921 * George Feldman	1951 * William "Elmo" Jackson	1985 Gloria Ann Hardy Doherty
1921 + * John V. Shankweiler	1954 Larry J. Friedman	1986 Reinout Brugman
1921 * William Wills	1956 John M. McDonald	1987 Mindy P. Feinberg Nathanson
1923 * J. Birney Crum	1956 Anthony A. Saddler	1987 Matthew T. German
1923 + * George Holstrom	1957 Paul G. Billy	1988 Michele Marangi
1924 * C. Herbert Reinartz	1957 * Robert G. Gall	1988 Anne K. Searles
1926 * Andrew S. Leh	1957 Francis R. Gutierrez	1989 Sharon (Peifer) Gleichmann
1927 * Winfred M. Slemmer	1957 * Dennis F. Roth	1989 Mark Maehrer
1928 * Nicholas C. Borrell	1959 Clinton W. Jeffries	1990 Christian J. Bingman
1928 * Edgar G. Dickert	1959 Melvin T. Kessler	1990 Christine A. Churetta
1928 * George E. Lawson	1960 Frank H. "Herb" Owens	1991 Shenon Hottenstein Gerhard
1931 + * Charles H. Gerhart	1961 Ronald F. Druckenmiller	1991 Elaine M. Gratrix
1931 *Milton "Mickey" Weiner	1962 * Carol Emhardt Kuntzleman	1993 Felicia Perryman
1932 * George E. Majercik	1962 Charles T. Kuntzleman	1994 R. Dennis Adams
1933 * William C. Horine	1963 + Samuel T. Beidleman	1995 Amanda Wachter Hill
1933 * Wendell A. "Winnie" Welsh	1964 Dean Lowe	1996 Thomas Auchenbach
1934 * Horace N. Heist	1963 Ruth M. Smith	1996 Timothy Averell
1934 * Albert Weiner	1965 Richard Biolsi	1996 Peter Shimkin
1935 + * John A. Deitrich	1965 Lynn H. Rothrock	1997 Daniel Terpstra
1935 * Michael Lisetski	1965 *Gary K. Spengler	1998 Lauren Buyyounouski
1936 + * Thomas H. Weaver, Jr.	1965 Mary Ann Peters Watson	Barnicle
1937 + * Charles L. Garrettson	1966 Charles F. Woginrich	1999 Elizabeth Billie
1938 * Henry J. Gutekunst	1967 Carol M. Bailey	1999 Celina Boer Schmidt
1938 + * Edward S. Horn	1967 John R. Piper	1999 Jason Brader
1939 * Edward Farrell	1970 George E. "Ned" Rahn	1999 Sarah Clarke-Misner
1939 *John K. "Stretch" McKee	1970 Michael L. "Mickey" Miller	1999 Jill (Roth) Williams
1940 * Walter "Whitey" Kurowski	1970 Susan E. Mensch	2000 Allison (Verduin) Walker
1940 * J. Milo Sowards	1971 Bruce L. Fechnay	2001 Katrina Beck
1941 * Franklin "Footer" Wolfe	1971 Robert C. McClure	2001 Michael McCabe
1941 * L. Perry Scott	1972 Edward F. DiYanni	2002 Joshua Carter
1942 * John J. "Jack" Minogue	1972 Frank Scagliotta	2002 Mark Lesko
1942 * Raymond H. Moats, Sr.	1973 Eddie R. Battle	2003 William O. Elson III
1942 * Peter P. Schneider	1974 Joseph P. Allwein	2004 Matthew Bernardo
1943 * Edward Bossick	1974 Robert B. Richard	2004 Dawn Iberer
1943 * Arthur T. Hill	1974 Patricia A. Sullivan	2005 John Brodowski
1943 * Peter Gorgone	1976 Gregory S. Muntz	2005 Kristen Bruschi Wade
1943 *John Psiaki	1976 Glenn P. Salo	2006 Karen Mount Elson
1944 + *Wayne R. Keck	1976 M. Scott Orens	2006 Amy Schmidt
1947 * Oscar R. Baldwin	1977 Sam Stovall	2006 Danielle Seiler
1947 * George J. Bibighaus	1978 Randy S. Kutz	2007 Matthew Loesch
1948 Harold W. "Bill" Bell	1979 Robert "Yogi" Edwards	2009 Lauren Boyle
1949 Harry H. Donovan	1979 James M. Hay	2009 David Chorney
1949 * Robert E. Mirth	1980 John D. Sartori	2009 John DeLuca
1949 * Edward J. Sikorski	1981 Lisa J. Ball-Goodrich	
	1981 Brian E. Bodine	
	1982 Anne Petrou Reed	

Coaches (non-graduate)

- Lee Coker
- * Jean A. Hecht
- * Helene Hospodar
- Ronald J. Lauchnor
- * Frank Marino
- * Floyd “Ben” Schwartzwald
- Jeffrey Tipping
- * Raymond J. Whispell

Trainer (non-graduate)

- + * William “Scotty” Renwick

Friends of the College (non-graduate)

- + * Harry A. “Haps” Benfer
- + * Milton W. “Scotty” Wood
- + * Wilson Hendricks

Teams

- 1945-46 Men’s Basketball
- 1946 Football
- 1947 Football
- 1972 Men’s Soccer
- 1991 Softball
- 1995 Men’s Soccer
- 2009 Women’s Basketball

* deceased; + honorary member

II. Parents

1. THE PARENTS COUNCIL

Background: Created in 1992, The Parents Council is a leadership group of Muhlenberg College parents who are committed to the success of the College and its students. Muhlenberg parents invited by the President comprise this group and are resources for both the College and all Muhlenberg families. Each year the President invites a select number of parents who are leaders in business, education and civic life to serve a one-year renewable term on the Parents Council. In the 2015-2016 academic year, 58 families across the classes had parents serving on this leadership group.

Mission: The mission of The Parents Council is two-fold: Parent Council members provide philanthropic leadership and financial support to Muhlenberg through annual leadership gifts to The Muhlenberg Fund. Through their input, advocacy and ambassador roles, Parents Council members help develop stronger relationships and connections between Muhlenberg families and the College.

Responsibilities:

Lead Muhlenberg philanthropically - As members of one of the College's leadership groups, Parents Council members give at a leadership level to The Muhlenberg Fund. Contributions ranging from \$1,500 to \$25,000 annually place these parent leaders in the *Henry Melchior Muhlenberg Society* (HMMS). Many Parents Council members also lend philanthropic support to programming and capital projects, in addition to giving to The Muhlenberg Fund. In the 2015-2016 fiscal year, Parents Council members contributed over \$155,000 to The Muhlenberg Fund, and over \$311,000 to the College overall.

Share the parent perspective - As representatives of Muhlenberg families, council members share their perspectives and questions on College matters with the administration. Through visits with the Parents Council liaison and participation at two meetings each year, council members lend their perspective on the Muhlenberg experience - from academic and support offerings to student life and student readiness for graduation.

Stay informed and engaged - To represent Muhlenberg passionately and accurately as advocates and ambassadors, members meet twice a year, once during the fall Family Weekend and again in the spring. Council members also receive various ongoing communications regarding the College (Presidential Updates, Muhlenberg Magazine, newsletters).

Volunteer - Parents Council members also serve Muhlenberg as a networking or "career information" resource to students, assist the College in its efforts to provide meaningful communication to parents, host regional events for new and current parents to broaden their ties to the Muhlenberg community, and serve as peer resources to newer parents during events such as June Advising, Orientation, Move-in Day and Family Weekend.

III. Friends

1. HONORARY DOCTORAL DEGREE RECIPIENTS, 1997-2016

MAY 1997

Susan Eisenhower, Doctor of Humane Letters
Richard P. McBrien, Doctor of Divinity
Donald T. Shire, Doctor of Laws
Carlisle A. H. Trost, Doctor of Science

SEPTEMBER 1997

Edward S. Horn, Doctor of Divinity
Milton W. Wood, Doctor of Humanities
June Elizabeth Wood, Doctor of Humanities

FEBRUARY 1998

Hugh George Anderson, Doctor of Divinity

APRIL 1998

Julius Filo, Doctor of Divinity
Joseph O'Hare, Doctor of Divinity

MAY 1998

Dexter F. Baker, Doctor of Humanities
Dorothy H. Baker, Doctor of Humanities
Patrick Kennedy, Doctor of Laws
John S. Spong, Doctor of Humane Letters
Frank Stanton, Doctor of Humane Letters
Edward O. Wilson, Doctor of Science
Barthold C. Witte, Doctor of Humanities

APRIL 1999

Addie J. Butler, Doctor of Divinity

MAY 1999

Calvin O. Butts III, Doctor of Divinity
Judah Folkman, Doctor of Science
Daniel G. Gambet, Doctor of Divinity
David C. Masenheimer, Doctor of Humanities
Kathryn Pelgrift Taylor, Doctor of Humanities

SEPTEMBER 1999

Edward M. Kennedy, Jr., Doctor of Humane Letters

APRIL 2000

Ruth W. Bartelt '64, Doctor of Divinity

MAY 2000

Barbara R. Bergmann, Doctor of Humanities
David S. Broder, Doctor of Humane Letters
Lee A. Butz, Doctor of Humanities
Vartan Gregorian, Doctor of Humanities
Richard R. Niebuhr, Doctor of Divinity

APRIL 2001

Margaret Gatter Payne, Doctor of Divinity

MAY 2001

Edward G. Rendell, Doctor of Laws
Arthur Schneier, Doctor of Divinity
Ruth Rodale Spira, Doctor of Humanities
Joel Solon Spira, Doctor of Sciences
Kathryn A. Stephanoff, Doctor of Humane Letters

APRIL 2002

The Hon. Edward Cahn, Doctor of Laws

MAY 2002

Frances Moore Lappé, Doctor of Humanities
Heidi Neumark, Doctor of Divinity
William Small, Doctor of Humane Letters
Elliot Sussman, Doctor of Science
Ervin Rokke, Doctor of Laws
Robert Schieffer, Doctor of Humane Letters

AUGUST 2002

Margaret Walson, Doctor of Humane Letters

OCTOBER 2002

Edward P. Cullen, Doctor of Divinity
Edward Walson, Doctor of Humane Letters
John E. Walson, Doctor of Humane Letters

MAY 2003

Amadou Diop, Doctor of Science
Arlen Spector, Doctor of Laws
Howard H. Weitz, Doctor of Science
Kathryn Wolford, Doctor of Humane Letters

MAY 2004

Sheldon Hackney, Doctor of Humanities
Robert Moses, Doctor of Humane Letters
James Steffy, Doctor of Humanities
Teresa Swearingen, Doctor of Humanities
Garry Wills, Doctor of Humane Letters

MAY 2005

Lorene Cary, Doctor of Humane Letters
William Cronon, Doctor of Humane Letters
Jonathan C. Messerli, Doctor of Humane Letters
(*posthumous*)
Gladys J. Mouro, Doctor of Humane Letters

MAY 2006

Sarkis Acopian, Doctor of Science
Margaret "Peggy" Healy, Doctor of Humanities
John K. Heyl '28, Doctor of Humanities
Avraham Infeld, Doctor of Humanities
Ray Suarez, Doctor of Humane Letters

MAY 2007

Ruth J. Abram, Doctor of Humanities
John E. Jones III, Doctor of Laws
Edmund D. Pellegrino, Doctor of Science
Garry Trudeau, Doctor of Humane Letters

MAY 2008

Barbara Crossette '63, Doctor of Humane Letters
Lee Berry '68, Doctor of Divinity
Marian Wright Edelman, Doctor of Laws
Sara (Sally) Gammon, Doctor of Science
Judy Shepard, Doctor of Humane Letters

MAY 2009

Muhammad Ali, Doctor of Humane Letters
Gilbert Cates, Doctor of Arts
Galway Kinnell, Doctor of Letters
Kathleen A. McGinty, Doctor of Humane Letters

MAY 2010

Stephen D. Brookfield, Doctor of Humane Letters
Kathryn Fuller, Doctor of Humane Letters
Robert F. Levant, Doctor of Humane Letters

MAY 2011

Benjamin Carson, Doctor of Science
Tony Kushner, Doctor of Letters
Joseph Scheller, Doctor of Humane Letters
Rita Scheller, Doctor of Humane Letters
James B. Stewart, Doctor of Letters
Peter Yarrow, Doctor of Humane Letters

MAY 2012

Jeannette R. Ickovics '84, Doctor of Science
Elizabeth Farrell McCartney, Doctor of Humane Letters
Zachary Edeards Rosenburg, Doctor of Humane Letters
Mary L. Schapiro, Doctor of Humane Letters

MAY 2013

Richard F. Brueckner '71, Doctor of Humanities
Ira Flatow, Doctor of Science Education
Christian F. Martin IV, Doctor of Music
Christopher Sims, Doctor of Science
Patricia Wells, Doctor of Fine Arts
Isabel A. Wilkerson, Doctor of Humane Letters

MAY 2014

Henry David Abraham M.D. '63, Doctor of Humane Letters
Ron Chernow, Doctor of Letters
Donald S. Holder, Doctor of Arts
Carson D. Schneck M.D. '55, Doctor of Science

MAY 2015

Eric H. Cline, Ph.D, Doctor of Humanities
Ronald A. Crutcher, Ph.D., Doctor of Humane Letters
Edward A. Harris, Doctor of Arts
Jackie MacMullan, Doctor of Humane Letters
Joia S. Mukherjee, M.D., Doctor of Science

MAY 2016

David W. Blight, Doctor of Humanities
William W. Bradley, Doctor of Humane Letters
Stephanie J. Coontz, Doctor of Humane Letters
Dan R. Kunkle, Doctor of Science
Charles J. Ogletree, Doctor of Laws

APPENDICES

I. Appendix A

1. HISTORICAL HIGHLIGHTS

- 1848** Allentown Seminary, the educational institution from which Muhlenberg College evolved, is opened in the Livingston Mansion, 4th and Walnut Streets, by Reverend Christian R. Kessler, a minister in the Reformed Church. The Seminary is established as a Teachers' Seminary, with a disappointing opening enrollment of 11 students, only four of whom had come to prepare for teaching. The large parlor of the building is used as a schoolroom and the reception room as a recitation room. Shortly thereafter, while keeping its original aim, the Seminary is changed to a classical school and enrollment increases.
- 1850** A large one-story stone building east of Trout Hall is refitted to furnish a larger classroom. Enrollment at the Seminary is now 80.
- 1851** A new building is added to the west of the Seminary property and a Female Department is opened to accept those students displaced when the Female Seminary on Penn Street is closed. The Seminary expands to three departments: primary, academic for males, and a female seminary.
- 1854** Reverend Kessler dies at the age of 32 and is succeeded by the Reverend William M. Reynolds, D.D., of the Lutheran Church. A central building of four stories is erected connecting the two wings and the Livingston Mansion is raised to three stories.
- 1857** Reverend Reynolds resigns to accept the presidency of Illinois State University in Springfield, Illinois, and is succeeded by the Reverend William Phillips, a pastor of the Reformed Church who serves until March 1859.
- 1859** Reverend William R. Hofford, a Reformed Church pastor, becomes Principal of the Seminary and serves until March 1864.
- 1864** The Seminary is reorganized as the Allentown Collegiate and Military Institute, chartered with collegiate powers and privileges by the Pennsylvania State Legislature. The cadet company becomes known as the Allentown Collegiate Cadets and the student body becomes all male.
- 1865** The Ministerium Committee reports its progress in securing the buildings and grounds of the Allentown Collegiate Institute and its efforts to transfer Pennsylvania College from Gettysburg to Allentown. The latter proposition is rejected.
- 1867** The Allentown Collegiate and Military Institute becomes The Allentown Collegiate Institute on January 8, but closes in the spring of the year. On May 21, the institution becomes Muhlenberg College, named after Henry Melchior Muhlenberg, the patriarch of the Evangelical Lutheran Church in America. The Reverend Frederick A. Muhlenberg, the first president, is the great grandson of Henry Melchior Muhlenberg. The College opens in September with an enrollment of four seniors, two juniors, six sophomores, 13 freshmen, and eight faculty.
- 1868** The College awards its first baccalaureate degrees. The Board passes a resolution that they "...would not object to any professor erecting a house upon the College grounds..." However, the house has to become property of the College and the Board has to decide the location and approve the plans. The keeping of hogs on campus comes to an end and the pen is sold.
- 1873** Endowment climbs to \$42,000 but the financial panic of that year spurs talk of liquidation. The College observes its 25th anniversary.

- 1876** Dr. Muhlenberg resigns to accept a Professorship of Greek at the University of Pennsylvania. Ministerium management is transmitted to the Board of Trustees, chaired by Dr. Theodore L. Seip. The Board elects the Reverend Benjamin Sadtler, D.D., as the second president of the College.
- 1879** The Honorable Asa Packer, President of the Lehigh Valley Railroad, leaves a \$30,000 bequest to Muhlenberg College. The monies are used to endow the Asa Packer Professorship of the Natural and Applied Sciences. First holder of the chair is Dr. Edgar Fahs Smith.
- 1885** Dr. Sadtler retires because of ill health.
- 1886** Dr. Theodore L. Seip becomes the third president of the College.
- 1892** The Quarter Centennial Celebration takes place. The College graduates 15 students.
- 1893** The first *Ciarla* (yearbook) is published.
- 1895** E. H. Kistler writes the Muhlenberg Alma Mater. It is arranged by Harold K. Marks in 1907.
- 1900** The Board of Trustees votes to “allow engagements in intercollegiate athletics.” Muhlenberg plays its first football game at Ursinus and loses 41-0.
- 1902** The Board approves the purchase of nearly 52 acres known as the Ephraim Butz farm, at a cost of \$300 per acre, for a new college location in West Allentown. The property extends from Cedar Creek to Liberty Street and is bounded on the east by Henry Leh’s farm and on the west by the Dorney property. The site is accessible by means of two trolley lines, one of which runs to 21st and Chew Streets, the other to Dorneyville and on to Kutztown.
- 1903** President Seip dies in November. Dr. William Wackernagel is named Acting President. Science students are given the opportunity to substitute French for the required Latin.
- 1904** Dr. John A. W. Haas becomes the fourth president of the College. In January 1905 the College moves to its present location in the west end of Allentown. The physical plant consists of an administration building (now Ettinger), Berks Hall dormitory (now East Hall), a combination powerhouse and chemistry lab, and the president’s residence (now the Gabriel House). The faculty numbers ten and the student body, 94. Tuition charges are \$50, average room rent is \$65, and weekly board is approximately \$3. Library holdings number 12,000 volumes. The old building at 4th and Walnut is used by the Allentown Preparatory School, the original Academic Department of the College.
- 1912** The Library consists of three collections (the College, Euterpean, and Sophronian) housed in a large room on the second floor at the east end of the Administration Building. A reading room is adjacent, and unbound periodicals are stacked to the ceiling in an adjoining closet. Volumes total 18,653.
- 1915** The Woman’s Auxiliary is organized, primarily through the efforts of Mrs. George K. Mosser. The Allentown Preparatory School moves from Trout Hall (Livingston Mansion) to its new building on West Chew Street. This building is named West Hall (now Brown Hall) after the Preparatory School goes out of existence.
- 1919** The Muhlenberg College Campaign (1919-21) raises \$232,000.
- 1921** The College receives its first accreditation by the Middle States Association.
- 1923** The Million Dollar Campaign (1923-33) begins. It eventually raises \$827,661.
- 1926** The cornerstone of the Haas Library is laid on May 21. The building is occupied for the first time in 1929.

- 1929-30** Three major buildings are added to the physical plant: a science building (now Trumbower), a library (now Haas College Center), and the Gideon F. Egner Memorial Chapel, made possible in part by the bequest of Mrs. Annie J. Egner Hartzell in memory of her parents.
- 1936** Dr. Haas resigns the presidency. Dr. Robert C. Horn is named the Acting President.
- 1937** Dr. Levering Tyson becomes the fifth president of Muhlenberg College. He is the first layman to become president of the College.
- 1938** President Tyson presents a 25-year plan for a “Greater Muhlenberg” to the Board of Trustees, calling for a \$3 million campaign. Tuition is increased to \$300. The Ministerium votes to extend a \$250,000 appeal on behalf of the College.
- 1939** The Allentown Preparatory School closes its doors. Its building, later named Brown Hall, becomes Muhlenberg’s freshman dormitory, and its land, 15+ acres, is added to the College campus.
- 1942** The College makes a part of its facilities available for flight training for men who have enlisted in the United States Army and Navy Air Forces. The 200th anniversary of Henry Melchior Muhlenberg’s arrival in America is commemorated by the College and a Commemorative Commission is established by the Congress of the United States with President Franklin D. Roosevelt as Honorary Chairman.
- 1943** The Navy V-12 training program involving 460 servicemen is established at the College; the program is terminated in 1944. The wrestling team wins Muhlenberg’s first Middle Atlantic Conference championship. Enrollment now stands at 576, including 445 servicemen.
- 1944** The basketball team makes its first of three consecutive appearances in the National Invitational Tournament at Madison Square Garden.
- 1945** By the time World War II ends, 2,050 Muhlenberg alumni and students have served in the armed forces (1,004 Army, 904 Navy, and 142 Marines). Of these, 30 die during their service.
- 1946** The football team caps off a 9-1 season by defeating St. Bonaventure, 26-25, at the Tobacco Bowl in Lexington, Kentucky.
- 1947** During Commencement weekend, Ettinger Hall sustains a major fire. The third floor is destroyed and the interior is almost a total loss. During rebuilding, the clock is moved to the tower of the library.
- 1948** The College community celebrates the 100th anniversary of the institution that later becomes Muhlenberg College. Enrollment is 1,277, including 935 on G. I. Bill assistance.
- 1949** WMUH, the college radio station, begins broadcasting.
- 1951** President Tyson and Chairman of the Board Reuben J. Butz resign amidst controversy. Dr. Butz has been a member of the Board for 48 years, the last 38 as its Chairman. A five-man committee—Board President George B. Balmer, Treasurer Howard M. MacGregor, Dean Sherwood Mercer, Professor Morris Greth, and Professor Luther J. Deck—are chosen to govern the College. The College graduates its first three African-Americans.
- 1952** Dr. Morris Greth is chosen as Acting President, a thankless task amid rumors of bankruptcy, dissension, and inevitable ruin for the College.
- 1953** Dr. J. Conrad Seegers is inaugurated as the sixth President of the College on May 2.
- 1957** After 109 years of operation as a school for males, the College becomes coeducational. Opening enrollment includes 103 freshmen women and 19 female transfer students.

- 1961** Dr. Erling N. Jensen becomes the seventh President of the College. Statistics list a faculty of 85, a student body of greater than 1,000 students, an operating budget of \$2 million, a physical plant valued at \$10.7 million, and an endowment of \$2.7 million.
- 1964** The Faculty and Board approve a new curriculum that includes required courses in English composition, religion, history of civilization, mathematics or philosophy, foreign language, physical education, and a distribution of specific requirements in the natural sciences, humanities, and the social sciences.
- 1967** The Phi Beta Kappa Triennial Council approves the establishment of a chapter on the Muhlenberg campus.
- 1969** President Jensen resigns the presidency. Dr. John H. Morey succeeds Dr. Jensen as the eighth President of Muhlenberg College.
- 1971** The Board of Trustees ends the chapel-assembly attendance requirement for students. Prosser, East and Benfer Halls become the first coeducational dormitories at Muhlenberg. The renovated science building is dedicated and renamed in memory of Peter S. Trumbower, a trustee and benefactor of the College. A formal program of inter-institutional cooperation begins between Muhlenberg and Cedar Crest Colleges.
- 1972** A cooperative library project is initiated between Muhlenberg and Cedar Crest that includes the appointment of a single director of the libraries.
- 1974** Ground is broken for the Center for the Arts, an academic and fine arts facility designed by internationally-renowned architect Philip Johnson.
- 1979** The Muhlenberg College Athletic Hall of Fame is established with the induction of 16 former athletes.
- 1981** Muhlenberg's first computer laboratory opens with 14 computer terminals. Ground is broken for the Life Sports Center to include a 25-meter swimming pool, racquetball and squash courts, weight-training and wrestling rooms, and a 32,000 square-foot field house.
- 1982** The \$5.9-million Life Sports Center (additions and upgrades to Memorial Hall) is dedicated.
- 1984** President Morey announces his retirement. Dr. Jonathan C. Messerli assumes his duties as the ninth President of Muhlenberg College.
- 1988** The College opens its 141st academic year, and with it the newly constructed Harry C. Trexler Library. Dedication of this state-of-the-art facility takes place on October 1. Other recent major campus improvements include the renovation of the J. Conrad and Hazel J. Seegers Union and the construction of Parents Plaza.
- 1989** Applications for the Class of 1993 exceed 2,600, a record number for the College. Dr. Franklin Sherman '49, is named the first director of the College's Institute for Jewish-Christian Understanding. Softball is the first team to represent Muhlenberg in a NCAA Division III Tournament.
- 1990** A new academic year begins with a newly renovated Haas College Center, formerly the John A. W. Haas library. Also completed is a Services Building addition that houses the Post Office, Print Shop, and Plant Operations offices. Muhlenberg launches its first study abroad program, the London Theatre Studies Program. A record number (54) of Muhlenberg undergraduates enroll in study abroad programs for the fall semester. Muhlenberg hosts its first Fulbright Scholar-in-Residence.
- 1991** Renovations of the George T. Ettinger Building, costing \$6.9 million, are completed.
- 1992** Jonathan C. Messerli retires as Muhlenberg's president. Arthur R. Taylor is installed as Muhlenberg's tenth president. The opening full-time enrollment increases to 1,641, a record for the College. The College joins the Centennial Conference.

- 1993** The College officially withdraws from Educational Ventures, Inc., the agency formed in 1973 to promote joint ventures between Muhlenberg and Cedar Crest College.
- 1994** Virginia and Lee Graver '31 donate a 48-acre arboretum in Bushkill Township to the College for use as an educational laboratory. The Faculty Center for Teaching is established to provide orientation, a peer-program, and teaching workshops for new faculty. An Evening College Academic Council is approved by the faculty to recommend policy and curricula for students in the Evening College.
- 1995** Prosser Hall becomes the first residence to be wired so that all student rooms have access to the campus computing network. Virginia and Lee Graver donate \$1-million to support the arboretum that they had previously donated to the College.
- 1996** New West Hall (now Kathryn P. Taylor Hall), a residence hall housing 113 students is constructed; each room is air-conditioned and is wired to the campus computing network. Opening enrollment sets new records with 532 freshmen and 1,769 full-time students on campus.
- 1997** The College receives a \$7.5 million gift, the largest in its history, from an anonymous donor.
- 1998** Muhlenberg welcomes two substance-free fraternities to campus. Delta Tau Delta is a new fraternity, and Phi Kappa Tau is re-colonized. A record number of 577 first year students enroll.
- 1999** The College successfully completes a \$23 million capital campaign. Scotty Wood Stadium, Frank Marino Field, an all-weather track, a soccer stadium, Moyer Hall, and the Trexler Pavilion for Theater and Dance were all paid for in cash, with no debt incurred. The College celebrates its 45th straight year of balanced budgets. The endowment approaches \$90 million, nearly tripling since 1992. The College has its first Truman Scholar.
- 2000** The College opens Moyer Hall, the Trexler Pavilion for Theatre and Dance, and adds a fourth floor to Walz Hall. A second phase of the capital campaign, totaling \$30M, is initiated, focusing on new residential facilities and the Life Sports Center.
- 2001** The campus community mourns on the College green September 11, marking the tragedy with a candlelight vigil, speaking programs and prayer services.
- 2002** The Evening College is re-named the Wescoe School, Robertson and South Hall open, and the R.J. Fellows Program for top scholars is started. The College wins a national award for its peer tutoring program. After 10 strong years, the College bids farewell to President Arthur Taylor.
- 2003** After a national search, Dr. Peyton R. Helm is named the 11th president of Muhlenberg College. Fourteen Muhlenberg students received major national and international scholarships and post-graduate awards, including the prestigious Jack Kent Cooke and St. Andrew's Scholarships.
- 2004** The Board of Trustees approved the College's long-term strategic plan, "The Talents Entrusted to Our Care." The Atlantic Philosophies' Challenge was completed, enabling the College to collect a \$10 million challenge grant. The Muhlenberg women's basketball team led the NCAA's three divisions in scoring (90.8 points per game) and set a Division III record for three-pointers. Overall, the Mules collected an all-time high of five Centennial Conference championships and had three teams and four individuals compete in the NCAA Championships.
- 2006** The College gained its 10-year re-accreditation from the Middle States Commission and Muhlenberg became the first liberal arts school to receive Hillel accreditation and foundation status. Faculty approved wide-ranging curriculum changes including a new film studies major and a public health minor.

- 2007** The new Multicultural Center opened. The endowment reached a record high, topping \$130 million. Admissions set a record with 4,703 applications. New Science Building, Trexler Tower, and Bridge are dedicated.
- 2008** The College celebrated its 50th anniversary of co-education. Richard “Doc” Williams left a bequest of \$7.2 million to endow student scholarships. Former President Bill Clinton and presidential candidates Barack Obama and Mike Gravel spoke at the College. The football team registered its first undefeated season in history and advanced to the second round of the NCAA playoffs. The College kicked off its largest campaign ever with a goal of \$105 million. The women’s basketball team won the Centennial Conference title and advanced to the NCAA tournament. Admissions broke all records and exceeded 4800 applications. The Village’s five new residence halls were completed on schedule and featured in the *New York Times*. Muhlenberg College appeared on CBS three times in one week during the political season. *The Princeton Review* ranked the Muhlenberg Theatre and Dance program #7 in the nation.
- 2009** The College was one of 83 colleges named to the Presidential Honor Roll for Community Service. Muhammad Ali receives and honorary degree at Commencement.
- 2010** Muhlenberg’s Wescoe School observes the 100th anniversary of adult education at the College.
- 2011** The Ilene and Robert Wood Dining Commons opens, along with the new Hillel House and the Rehearsal House. The College celebrated the successful completion of *The Talents Entrusted to Our Care* campaign, exceeding its \$105 million goal to finish with a total of \$110.4 million.
- 2012** Students win two Fulbrights, a Goldwater Scholarship, a Truman Scholarship and a Udall Award. Muhlenberg theatre and dance named #1 program in the nation by Princeton Review. Jim Lentz ’66 and wife Debra pledge \$1 million to endow financial aid support for theatre and dance majors.
- 2013** The Morning Call names Muhlenberg one of the Top 30 Places to Work in the Lehigh Valley.
- 2014** Muhlenberg commits \$10 million to launch 1:1 Scholarship Match Challenge. The College is named #1 liberal arts school for the support and services offered to military veterans and their families who enroll or return to pursue higher education. MuleMentum, a one day event for on line giving, produces over 1,400 gifts from alumni, parents and friends.
- 2015** Muhlenberg approves a Diversity Strategic Plan, Dr. James Peck named associate dean for diversity initiatives. After 12 successful years, president Peyton R. Helm retires and is granted President Emeritus status by the Board of Trustees. John I. Williams, Jr. is named as Muhlenberg’s 12th President. The Muhlenberg faculty approve a major in Public Health. The College is featured in a new Princeton Review book, “Colleges That Pay You Back: 2015 Edition.”

II. APPENDIX B

GOVERNANCE

1. THE CHARTER OF THE COLLEGE

As amended by the Department of Education, Commonwealth of Pennsylvania (effective December 11, 1981), and the Department of State of the Commonwealth of Pennsylvania (effective May, 1999), and by previous orders of the Court of Common Pleas of Lehigh County, Commonwealth of Pennsylvania.

ARTICLE I

The name of the Corporation shall be Muhlenberg College.

ARTICLE II

The said Corporation is formed for the purpose of providing higher education in the branches of human learning in an atmosphere of Christian culture, thus making real a thorough academic and cultural preparation for all avenues of life.

ARTICLE III

The business of the Corporation shall be conducted, and its College shall be maintained at Allentown, Pennsylvania.

ARTICLE IV

The Corporation shall have perpetual existence.

ARTICLE V

The Corporation shall have no capital stock hereafter, and all of its outstanding shares of stock shall be surrendered to the Corporation and canceled.

ARTICLE VI

All endowment funds, including all general funds heretofore or hereafter set aside as endowments, shall remain inviolate, and the income alone thereof shall be used in accordance with the wishes of the donors, or, in the case of funds added to endowment by corporate action, for the purpose specified by such action.

ARTICLE VII

The Corporation expressly reserves unto itself all rights vested in it to confer academic degrees, both honorary and in course, and all other rights, powers and privileges with which it is now clothed either by general law or by its charter and not expressly surrendered by this amendment.

ARTICLE VIII

The Corporation shall be managed by a Board of Trustees of no less than five (5) Trustees and it shall have the right to adopt such Bylaws as in its discretion may be required.

ARTICLE IX

The Corporation shall carry on only such activities as are permitted a corporation formed exclusively for charitable, scientific and educational purposes and are exempt from the Federal Income Tax under Section 501 (c)(3) of the Internal Revenue Code of 1954 or any corresponding future provision of the Internal Revenue Code. In its operation, the Corporation shall provide its services to academically qualified persons without regard to race, color, creed, gender, age or financial status, shall engage in such other activities as may be necessary or desirable for the above purposes, and shall not:

1. Attempt to influence legislation by propaganda or otherwise; except as provided by Internal Revenue Code;
2. Intervene in or participate in any political campaign on behalf of any candidate for public office;
3. Permit any part of the net earnings of this Corporation to inure to the benefit of any private individual;
4. Permit any officer or trustee of the Corporation to receive any pecuniary benefits from the Corporation except such reasonable compensation as may be allowed for services actually rendered to the Corporation.

Upon dissolution the Corporation's assets shall be distributed as directed by the Board of Trustees of the Corporation to and among colleges, universities and other organization or organizations organized and operated for purposes similar to those of the Corporation provided such recipient or recipients shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended (or the corresponding provision of any future United States Internal Revenue Code).

The use of any surplus funds for private inurement to any person in the event of a sale of the assets or dissolution of the corporation is expressly prohibited.

2. THE BYLAWS OF THE COLLEGE

MUHLENBERG COLLEGE BYLAWS

Revision: January 22, 2016

1. INTRODUCTION

The purpose and character of Muhlenberg College as an institution of higher education “in an atmosphere of Christian culture” (Charter, Article II) are explicated as follows:

- 1.1. Mission.** Muhlenberg College is a corporation formed exclusively for charitable, scientific and educational purposes as a private, co-educational liberal arts college which aims to develop independent critical thinkers who are intellectually agile, characterized by a zest for reasoned and civil debate, committed to understanding the diversity of the human experience, able to express ideas with clarity and grace, committed to life-long learning, equipped with ethical and civic values, and prepared for lives of leadership and service. The College is committed to providing an intellectually rigorous undergraduate education within the context of an inclusive and diverse campus; we strongly believe that diversity is essential to learning and to our success as a pluralistic community. Our curriculum integrates the traditional liberal arts with selected pre-professional studies. Our faculty are passionate about teaching, value close relationships with students, and are committed to the pedagogical and intellectual importance of research. All members of our community are committed to educating the whole person through experiences within and beyond the classroom. Honoring its historical heritage from the Lutheran Church and its continuing connection with the Evangelical Lutheran Church in America, Muhlenberg encourages, welcomes, and celebrates a variety of faith traditions and spiritual perspectives.
- 1.2. Bylaws.** These Bylaws state the basic rules of the College and, together with the applicable federal, state and local laws, rules and regulations and the College’s Charter, resolutions and policies adopted by the Board take precedence over all other publications of the College, including, but not limited to, the College Catalog, Faculty Handbook, The Trustees’ Handbook for Managers and the Student Policy and Resource Guide Handbook.
- 1.3. Amendments to Bylaws.** These Bylaws may be altered or amended by the Board at any meeting thereof by a two-thirds (2/3) vote of those Trustees present, provided notice of the proposed alteration or amendment shall have been given at a previous Regular Meeting, or at least thirty (30) days prior to the meeting at which such alteration or amendment is to be considered for action.

2. DEFINITIONS; CITATION

- 2.1. Board Members.** When used in these Bylaws, the term “Board Member” shall mean to include “Trustee,” “Life Trustee,” “Trustee Emeriti” and “President” as those terms are defined in the Bylaws.
- 2.2. Citation to Bylaws.** Provisions of these Bylaws shall be cited as follows:
BL:number.number.number.number, (e.g., BL:1.3.1.1).

3. POWERS AND DUTIES OF THE BOARD

- 3.1. General Powers.** The Board of Trustees (the “Board”) shall represent and shall have full power to act for the College in the exercise of all its rights, duties, privileges and powers.
- 3.2. Working Resolutions.** By a majority vote of the Trustees, the Board shall annually adopt, at its first Regular Meeting of the year, a set of Working Resolutions which shall supplement these Bylaws and control and guide the operations of the Board. Should the Board fail, at its first Regular Meeting of the year, to enact any such Working Resolutions, then in such case the Working Resolutions most recently adopted shall remain in effect unless and until they have been revised, amended or revoked by

a majority vote of the Trustees. In the event of any inconsistency between any provisions of the Working Resolutions and any provisions of these Bylaws, then in such case the provisions of these Bylaws shall prevail.

4. BOARD MEMBER TERMS OF OFFICE; QUALIFICATIONS

- 4.1. Composition of the Board.** The number of voting Trustees of the College shall be no less than five (5) at all times, as provided in Article VIII of the Charter. The maximum number of voting Trustees is hereby fixed at forty-three (43), (each such voting Trustee is defined herein as a “Trustee,” and “Trustee” as used in the Bylaws shall, unless otherwise specified, mean voting Trustee). The President of the College shall be a Trustee *ex officio* and shall have no vote. Of the Trustees: one (1) seat shall be held by each of the Bishops of the Northeastern Pennsylvania, Southeastern Pennsylvania and Slovak Zion Synods of the Evangelical Lutheran Church in America (ELCA); three (3) seats shall be held by individuals who are significantly involved as members of the ELCA, as determined by the Board with the consultation of the Bishops of the Northeastern Pennsylvania, Southeastern Pennsylvania and Slovak Zion Synods of the ELCA; and a minimum of sixty (60%) percent of the total number of elected and appointed Trustees shall be alumni or alumnae of the College.
- 4.2. Nomination and Election.** All Trustees shall be nominated for membership to the Board by the Nominations and Governance Committee (“Nominations Committee”) in accordance with the policies and procedures adopted by the Board, shall have such qualifications as determined by the Board, and shall be elected by the Board at a Regular or Special Meeting of the Board to serve a term of three (3) years.
- 4.3. Term of Office.** A Trustee’s term of office will commence at the conclusion of the meeting of the Board following such person’s election, and such term will end on the third anniversary of the first June 30 following their election. Service of a partial three (3) year term will not be counted toward the twelve (12) year term limit, as described in BL:4.4. Each Trustee shall hold office until the earlier of: (i) the conclusion of his or her term, or (ii) his or her death or resignation, or (iii) unless removed prior to the end of his or her term by a vote of two-thirds (2/3) of all Trustees then in office, as provided in BL:4.5.
- 4.4. Limitations on Terms of Office**
- 4.4.1. Trustees.** Trustees may serve four (4) full successive terms. However, other than as set forth herein, any Trustee who has served for four (4) successive full terms or has completed twelve (12) successive years as a Trustee shall not be eligible for re-election or re-ratification for a period of one (1) year following the close of his or her fourth (4th) full successive term, or the twelfth (12th) successive year in office, whichever shall first occur.
- 4.4.2. Chair of the Board.** Notwithstanding anything to the contrary contained in these Bylaws, the twelve (12) year limitation of BL:4.4.1. shall be temporarily suspended when a Trustee is elected to the position of Chair of the Board. By simple majority vote, a Trustee may be elected to four (4) successive two (2) year terms as Chair. If the Board deems it advisable, the Chair may be elected to a fifth two (2) year term by a two-thirds majority vote, resulting in a maximum of ten years of service as Chair of the Board. Following the final year of service as Chair, such Trustee shall be permitted to serve an additional one (1) year term as a Trustee, holding the informal position of “Immediate Past Chair.” Following the one (1) year term as Immediate Past Chair, years of service as Chair and Immediate Past Chair will be counted toward any unused balance of such Trustee’s twelve (12) year term limitation as outlined in BL:4.4.1.
- 4.5. Vacancies, Resignation and Removal**
- 4.5.1. Vacancies.** If a vacancy shall occur by death, removal or resignation, the Nominations Committee shall nominate, and at a Regular or Special Meeting of the Board the Board shall elect, the Trustee’s successor for the balance of the unexpired term.

- 4.5.2. Resignation.** Any Trustee may resign at any time by giving written notice of resignation to the Board Chair or the Secretary. Any such resignation shall take effect at the time specified therein, or if not specified therein, at the next Regular or Special Meeting of the Board.
- 4.5.3. Suspension by Failure to Attend Regular Meetings.** A Trustee who fails to attend three (3) consecutive Regular Meetings of the Board shall be deemed to have been suspended from the Board, without the requirement of any further notice to the Board Chair or Secretary. Such suspension shall take place immediately upon written notice from the Secretary to the Trustee advising the Trustee of these attendance requirements of the Bylaws. Immediately upon such suspension, the Trustee shall not be permitted to act, vote or otherwise act as a Trustee, pending the suspension review outlined in this section. Should the Trustee fail to appeal the suspension as set forth in this section, the Trustee will be deemed to have automatically resigned as of the commencement of the next Regular Meeting of the Board.
- 4.5.3.1. Appeal of Suspension.** Any Trustee may appeal such suspension to the Nominations Committee by notifying the Secretary, in writing, at least ten (10) business days prior to the next Regular Meeting of the Board. The Trustee, or his or her representative, shall appear before and submit to the Nominations Committee any evidence or information that the Trustee believes warrants the reversal of the automatic suspension provisions of this section.
- 4.5.3.2. Appeal Process.** In reviewing a Trustee's suspension pursuant to this section, the Nominations Committee and the Board, as the case may be, shall review and take into consideration any and all personal, family and health issues related to the Trustee's attendance, as well as the Trustee's past, present and future commitment to the College. Notwithstanding anything to the contrary contained herein, the Nominations Committee shall have the authority, on its own, to recommend that the automatic suspension of a Trustee be rescinded and to bring such matter to the Board for approval without requiring such Trustee to appear before or submit evidence to the Nominations Committee. The Nominations Committee may take such action based on health issues or any other compelling circumstances deemed appropriate by the Nominations Committee. The Nominations Committee shall consider the evidence and information presented by the Trustee and will make a recommendation to the Board as to whether the automatic suspension shall be reversed. The recommendation of the Nominations Committee to reverse the automatic suspension shall be brought to the full Board who must approve such recommendation by a two-thirds (2/3) vote of those Trustees in attendance at such meeting. Upon such approval by the Board, the Trustee's automatic suspension shall be rescinded and the Trustee shall resume his or her regular tenure and position in office.
- 4.5.4. Removal from Office.** Upon the recommendation of the Nominations Committee, a Trustee may be removed at any time by a two-thirds (2/3) majority vote, provided that all Trustees have been given written notice of the intent to call such question to a vote (which notice shall contain the grounds for removal) at a Regular or Special Meeting of the Board.
- 4.6. Life Trustees.** The Board shall have the power to elect Life Trustees who shall be former Trustees who have served with extraordinary distinction and who shall have such qualifications and such duties, responsibilities and obligations as the Board may from time to time determine. Life Trustees may elect to attend all meetings of the Board, shall have voice but no vote therein, and shall not be included in any quorum count. Life Trustees shall receive notice of all Regular and Special Meetings of the Board and shall elect to receive copies of minutes, Board agendas and any and all other communications sent to Trustees in the same manner and in the same time as voting Trustees.
- 4.7. Trustees Emeriti.** The Board shall have the power to elect Trustees Emeriti who shall be former Trustees who have served with distinction and who shall have such qualifications and such duties,

responsibilities and obligations as the Board may from time to time determine. Trustees Emeriti may be invited to attend Board meetings periodically and shall have voice but no vote therein and shall not be included in any quorum count.

5. OFFICERS

5.1. Officers of the Board. The Board Officers shall consist of a Board Chair, not more than three (3) Vice Chairs and a Secretary. Each officer shall be elected by the Trustees at the last Regular Meeting before the end of the Officers' terms, and shall hold office for a period of two (2) years, beginning the following July 1. The Board Chair, all Vice Chairs, the Secretary, and any and all other officers duly elected by the Trustees shall be elected from, and shall themselves be, Trustees.

5.1.1. Board Chair. The Board Chair shall preside at all meetings of the Board and the Executive Committee, and shall perform such other duties as are incident to the office, or as may be properly required by the Board, the Bylaws and the Working Resolutions.

5.1.2. Board Vice Chairs. There shall be no more than three (3) Board Vice Chairs, who shall be designated in successive order, namely a First Vice Chair, a Second Vice Chair and a Third Vice Chair. The Vice Chairs shall provide guidance and recommendations to the Chair on such matters and at such times and perform such other duties as the Chair shall direct. In the absence of the Board Chair and in order of succession as heretofore specified, unless directed to the contrary by a majority vote of those present at a Regular or Special Meeting of the Board or the Executive Committee, as the case may be, a Vice Chair shall act *pro tempore* until the return of the Chair. Vice Chairs, in the aforesaid order of succession, shall take such action as in the exercise of reasonable diligence is necessary in the event that the Chair fails, refuses or neglects to take any action required by the Bylaws.

The Vice Chairs shall also perform such other duties as may be assigned to them by the Board or by the Board Chair.

5.1.3. Secretary. The Secretary shall keep records of all meetings of the Board and of the Executive Committee. The Secretary shall give, or cause to be given, notice of all meetings of the Board and the Executive Committee, and shall perform such other duties as may be prescribed by the Board or by the Board Chair. The Secretary shall have custody of the Seal of the College and shall have authority to affix the same to any instrument requiring it and when so affixed, it may be attested by the Secretary's signature. The Board may give general authority to any other Officer of the College to affix the Seal of the College and to attest the affixing by such Officer's signature.

5.2. Administrative Officers. The Administrative Officers shall include the President, a Treasurer, and such other Administrative Officers as shall be appointed by the President. The President and the Treasurer shall be elected by the Board.

5.2.1. President. The President shall report to the Board of Trustees and be the Chief Executive Officer of the College, and shall manage the day-to-day affairs of the College and perform such other duties as may be properly required by the Board or the Executive Committee. The President shall have power, on behalf of the Board, to perform all acts and execute all documents to make effective the actions of the Board or the Executive Committee. The President shall have the power to appoint, subject to ratification by the Board, such subordinate Administrative Officers of the College as may be necessary for the proper functioning of the College.

5.2.2. Treasurer. The Treasurer shall have custody of the funds and securities of the College and shall keep regular accounts of receipts and disbursements. The Treasurer shall deposit all monies and other valuable effects belonging to the College in such depositories as may be designated by the Board. The Treasurer shall make such disbursements of the funds of the College as are proper and shall render to the President, the Board Chair and the Board, at its

Regular Meetings or when the Board so requires, an account of all transactions made through the Treasurer's office and of the financial condition of the College. The Treasurer shall perform such other duties as the President, the Board Chair or the Board may prescribe. If required by the Board, the Treasurer shall provide the College with a bond in such sum and with such surety or sureties as shall be satisfactory to the Board for the faithful performance of the duties of the office.

- 5.3. Other Officers.** The Board may elect such other Officers as it shall deem necessary, to hold office for such terms, and who shall have such authority and perform such duties, as the Board shall from time to time prescribe.
- 5.4. Resignation, Removal and Vacancies.** Any Officer may resign at any time by giving written notice of his or her resignation: (i) in the case of Board Officers or the President, to the Board Chair or the Secretary, and (ii) in the case of all other Administrative Officers, to the President or the Secretary. Any such resignation shall take effect at the time specified therein or when accepted by the Board. The President or an Officer may be removed, either with or without cause: (i) in the case of the President or the Board Officers, by a majority vote of the Trustees; and (ii) in the case of all other Administrative Officers, by the President. All of the above removals shall be without prejudice to any contract rights such person may have against the College.
A vacancy in any Office may be filled for the unexpired portion of the term in the same manner as provided for the election to such Office.
- 5.5. Disabilities and Absences of the President.** In the event that the President is unable, in the Board's determination, to fulfill the duties of the office due to absence or disability, an interim President shall be appointed by the Board to serve in his or her stead.

6. BOARD MEETINGS

6.1. Rules of Order

- 6.1.1. Rules of Order.** *Robert's Rules of Order*, latest edition, shall be observed in conducting the business of the Board, except as otherwise provided in the Charter and Bylaws.
- 6.1.2. Call of the Vote.** There shall vest in the Board Chair the decision as to whether a hand or voice vote shall be taken on any motion, subject, however, to the condition that upon the request of any Trustee, the vote shall be taken by roll call.
- 6.1.3. Parliamentarian.** The Board Chair may designate a parliamentarian, who need not be a Trustee, whose responsibility shall be to ensure compliance with *Robert's Rules of Order*.

- 6.2. Regular Meetings.** Regular Meetings of the Board shall be held at such place or places, on such date or dates, and at such time or times as shall have been established by the Board, but no fewer than three (3) times annually, usually Fall, Winter and Spring. A notice of each Regular Meeting shall be required.
- 6.3. Special Meetings.** Special Meetings of the Board may be called by the Board Chair, and must be called promptly by the Board Chair within seven (7) business days of receipt of such request whenever five (5) Trustees shall so request and in accordance with the purpose so requested. The business to be transacted at such Special Meeting shall be the business requested and any other business reasonably related thereto. Notice of the place, date, time, and purpose of each such Special Meeting shall be given to each Trustee utilizing the method designated by such Trustee for the purposes of receiving notices of Special Meetings not less than three (3) business days before such Special Meeting.
- 6.4. Executive Sessions.** At its sole discretion, the Board or any Committee may enter into an Executive Session in order to discuss matters involving confidential or privileged information, or other matters of a private nature. When meeting in Executive Sessions, only Trustees, Life Trustees and others specifically invited by the Board can be in attendance. Board matters which may be discussed in Executive Session include, but are not limited to: matters requiring the advice of counsel, including, but not limited to, discussions relating to any potential, pending or threatened claim or litigation;

personnel matters relating to employees of the College; contract negotiations; the purchase or proposed purchase of real estate or other assets; election of Board Members and members of the Board of Observers; or any other matter or topic which the Board Chair, or a Committee Chair, in consultation with the Board Chair, determines that, in the best interest of the College, should be discussed in Executive Session. The Board Chair, or a Committee Chair in consultation when possible with the Board Chair, may invite individuals to attend all or any portion of any Executive Session. In making any determination regarding Executive Session, the best interests of the College shall always be paramount.

- 6.5. Quorum.** At all meetings of the Board a majority of the total number of elected and appointed Trustees shall constitute a quorum, and the act of a majority of the Trustees present at any meeting at which there is a quorum shall be the act of the Board, as provided by BL:3.1.
- 6.6. Consent in Lieu of Meeting.** Any action required or permitted to be taken at any meeting of the Board or of any committee thereof may be taken without a meeting, if a written consent thereto is signed by seventy-five (75%) percent of the Trustees then in office, or seventy-five (75%) percent of the committee members then in office, as the case may be, and such written consent is filed with the minutes of the proceedings of the Board or committee.
- 6.7. Use of Conference Telephone and Similar Equipment.** Board Members may participate in any meeting of the Board or any such committee thereof by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other. Participation in a meeting by this means shall constitute presence in person at the meeting.
- 6.8. Meeting Notices.** Notice of all meetings of the Board and its committees shall be provided to Trustees in a manner approved by the Board to ensure that materials are received by Trustees sufficiently in advance of the meeting to allow for proper review.

7. COMMITTEES

- 7.1. Creation.** The Board may, from time to time, establish one or more committees, including, but not limited to, an Executive Committee, an Audit and Compliance Committee, a Compensation Committee, and a Nominations and Governance Committee. The Board Chair shall nominate the Chairs of all committees, who shall be approved by the Trustees. The Board Chair shall have the option to appoint Vice Chairs of any committee, who shall also be approved by the Trustees. The Board Chair shall appoint the members of all committees, unless otherwise specified in the Bylaws. The responsibilities of the committees shall be established by resolution.
- 7.2. Executive Committee.** The Executive Committee will be comprised of the Board Chair, plus all duly elected Board Officers and other Trustees approved by the Board such that there shall be at least nine (9) members of the Executive Committee. The President of the College shall serve as an *ex officio* member of the Executive Committee. The Executive Committee shall have authority to act for and on behalf of the Board during intervals between meetings of the Board. Regular Meetings of the Executive Committee shall be held at such places, on such dates, and at such times as shall have been established by the Board. A notice of each Regular Meeting shall be required. Special meetings of the Executive Committee may be called by the Board Chair and shall be promptly called by the Chair within seven (7) business days of receipt of such request whenever two (2) members of the Executive Committee shall so request. The notice and purpose provisions of BL:6.3 governing Special Meetings of the Board of Trustees shall also apply to Special Meetings of the Executive Committee.
- 7.3. Audit and Compliance Committee.** The Audit and Compliance Committee will be comprised of three (3) or more Trustees. The Board Chair shall nominate the Chair and the members of the Committee, subject to the Board's approval, provided however, that the Treasurer of the College may not serve as a member of the Committee. The qualifications of the Committee's Chair and its members and the duties and scope of the Committee shall all be as set forth in the Working Resolutions, which must be approved by the Board.

- 7.4. Compensation Committee.** The Compensation Committee will be comprised of five (5) or more Trustees. The Board Chair will nominate the Chair of the Committee, subject to the Board's approval. The Board Officers shall serve as members of the Committee. The duties and the scope of the Committee will be as set forth in the Working Resolutions, which must be approved by the Board.
- 7.5. Nominations and Governance Committee.** The Nominations and Governance Committee ("Nominations Committee") will be comprised of five (5) or more Trustees. The Board Chair shall nominate the Chair and members of the Committee, subject to the Board's approval. The Board Officers shall serve as members of the Committee. The duties and scope of the Committee will be as set forth in the Working Resolutions, which must be approved by the Board.
- 7.6. Conduct of Business; Quorum.** Each committee may determine the procedural rules for meeting and conducting its business and shall act in accordance therewith, except as otherwise provided herein or required by law. Notice to members shall be made in accordance with the provisions of these Bylaws and the provisions of the Working Resolutions. In all committees except the Executive Committee, voting membership shall be limited to Trustees, and a quorum shall consist of one-third (1/3) of the total number of elected and appointed Trustees assigned to such committee, but in no event fewer than two (2) Trustees. A majority of Trustees elected to the Executive Committee shall constitute a quorum for purposes of Executive Committee action, and all matters shall be determined by a majority of the members present. *Ex officio* members of committees and those not also serving as Trustees shall have voice but no vote, and shall not be counted towards a quorum. All actions taken by a committee since the last meeting of the Board shall be reported to the Board at its next meeting.

8. FACULTY; COURSES OF INSTRUCTION

- 8.1. Faculty.** The College shall employ such Professors, Associate Professors, Assistant Professors, Instructors and Lecturers as may be necessary to carry on the work of the College.
- 8.2. Composition.** The Faculty shall consist of the President, the Academic Deans, the Professors, the Associate Professors, the Assistant Professors, the Instructors, and such other individuals to whom the Board or the Faculty may assign seats therein.
- 8.3. Tenure.** The Board accepts and endorses the Statement of Principles on Tenure as promulgated by the American Association of University Professors in 1940: "Tenure is a means to certain ends; specifically: (1) Freedom of teaching and research and of extramural activities; and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligation to its students and to society."
- 8.4. Divisions of the Faculty.** The Faculty shall be organized into departments or divisions by the Board following due consideration of recommendations made by the Faculty and the President. The Faculty, in each department or division, subject to the approval of the President and the Board, shall be primarily responsible for the conduct of teaching and methods of instruction of courses in each such department or division. The President shall designate the Head of each department.
- 8.5. Academic Freedom.** Every member of the Faculty of the College shall enjoy, consistent with the provisions of the Charter and Bylaws, the privileges and shall accept the responsibilities of academic freedom, to wit:
- 8.5.1.** Freedom to discuss his or her subject in the classroom;
- 8.5.2.** Freedom in research and in the publication of the results thereof, subject to the adequate performance of the faculty member's other academic duties, and further subject to the requirement that research for pecuniary gain shall be engaged in only with the approval of the President of the College upon recommendation of the Chief Academic Officer; and
- 8.5.3.** Freedom to write or speak as a citizen, as a member of a learned profession, and as a member of the Faculty of the College without institutional censorship or discipline, recognizing, however, that a faculty member's position in the community imposes special obligations of

responsibility. These require a learned person and educator to recognize constantly that both the teaching profession and the College may be judged by such faculty member's actions and utterances. Accordingly, a faculty member must always be informed, accurate, discreet and respectful toward the opinions of others, and whenever appropriate, must make every effort to indicate that he or she is not speaking for the College.

8.6. Courses of Instruction. There shall be no fewer than two courses of instruction in the College, which shall include:

A course in Arts, leading to the degree of Bachelor of Arts; and a course in Science, leading to the degree of Bachelor of Science.

8.7. Degrees; Course Requirements. The Faculty, subject to approval by the Board and the President, shall determine the course requirements for such degrees.

9. STUDENT GOVERNMENT AND ALUMNI ASSOCIATION

9.1. Student Government. There shall be a student body government to be known as The Student Government Association which shall serve as the principal instrument for representing the concerns and opinions of the students and for overseeing various student activities at the College. The Student Government Association shall be self-governing subject to the regulations of the Board, Administration and Faculty.

9.2. Alumni Association. There shall be an organization to be known as the Muhlenberg College Alumni Association, which shall have such purposes as set forth in its organizational documents. The Alumni Association shall be self-governing subject to the regulations of the Board.

10. LEGAL MATTERS

10.1. Non-Discrimination in Admission and Employment. Admission to and employment by the College shall not be denied anyone by reason of age, color, disability, gender, gender identity, national or ethnic origin, race, religion, sexual orientation, veteran status or any other basis protected by applicable federal, state or local laws, rules or regulations.

10.2. Indemnification of Officers, Directors, Employees and Agents

10.2.1. Indemnification Generally. The College (1) shall indemnify, defend and hold harmless any Board Member, Board Officer, Administrative Officer or any member of a committee authorized by the Trustees who was or is a party to, or is threatened to be made a party to, any threatened, pending or completed action or suit, whether civil, administrative or investigative, by or in the right of the College or by reason of service at the College's request on any other for profit or nonprofit corporation and (2) shall indemnify, defend and hold harmless any other employee or agent of the College who was or is a party to, or is threatened to be made a party to, any threatened, pending or completed action or suit, whether civil, administrative or investigative, by or in the right of the College by reason of the fact of such position or at the College's request, by reason of service at the College's request on any other for profit or nonprofit corporation for all judgments, settlements, penalties, costs and expenses, including attorneys' fees, provided that such indemnification shall only extend to such employee if such employee acted lawfully, in good faith and in a manner he or she reasonably believed to be in the best interests of the College.

10.2.2. Non-Exclusivity of Rights; Deemed Amendments. The indemnification and advancement of expenses provided by, or granted pursuant to, this BL:10.2 shall not be deemed exclusive of any other rights to which those seeking indemnification or advancement of expenses may be entitled under any Bylaw, agreement, vote of members or disinterested Trustees or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding such office. It is the policy of the College that indemnification of, and advancement of expenses to, Board Members, Board Officers, Administrative Officers, and

- committee members of the College shall be made to the fullest extent permitted by law. To this end, the provisions of this BL:10.2 shall be deemed to have been amended for the benefit of Board Members, Board Officers, Administrative Officers and committee members of the College effective immediately upon any modification of the Nonprofit Corporation Law of 1988 (“NPCL”) or any modification, or adoption of any other law that expands or enlarges the power or obligation of corporations organized under the NPCL to indemnify, or advance expenses to, Board Members, Board Officers, Administrative Officers and committee members of corporations.
- 10.2.3. Advancement of Expenses.** The College shall pay expenses incurred by a Board Member, Board Officer, Administrative Officer or committee member, and shall pay expenses incurred by any other employee or agent indemnified under this Article, in defending an action, or proceeding referred to in this BL:10.2 in advance of the final disposition of such action or proceeding upon receipt of an undertaking by or on behalf of such person to repay such amount if it shall ultimately be determined that he or she is not entitled to be indemnified by the College. The College need not obtain the authorization of the Trustees with respect to any such payment of expenses.
- 10.2.4. Continuation of Rights.** The indemnification and advancement of expenses provided by, or granted pursuant to, this BL:10.2 shall, unless otherwise provided when authorized or ratified, continue as to a person who has ceased to be a Board Member, Board Officer, Administrative Officer, committee member, employee or agent of the College and shall inure to the benefit of the heirs, executors and administrators of such person.
- 10.2.5. Security for Indemnification Obligations; Discretionary Indemnification.** The Trustees of the College shall have the authority to create a fund of any nature, which may, but need not be, under the control of a Trustee, or otherwise secure or insure in any manner, its indemnification obligations, whether arising under these Bylaws or otherwise. This authority shall include, without limitation, the authority to: (i) deposit funds in trust or in escrow; (ii) establish any form of self-insurance; (iii) secure its indemnity obligation by grant of a security interest, mortgage or other lien on the assets of the College; or (iv) establish a letter of credit, guaranty or surety arrangement for the benefit of such persons in connection with the anticipated indemnification or advancement of expenses contemplated by this BL:10.2. The provisions of this BL:10.2 shall not be deemed to preclude the indemnification of, or advancement of expenses to, any person who is not specified in Section 1 of this BL:10.2.1 but whom the College has the power or obligation to indemnify, or to advance expenses for, under the provisions of the NPCL or otherwise.
- 10.2.6. Indemnification Agreements Authorized.** The College shall have the authority to enter into a separate indemnification agreement with any Board Member, Board Officer, Administrative Officer, committee member, employee or agent of the College or any subsidiary providing for such indemnification of such person as the trustees shall determine up to the fullest extent permitted by law.
- 10.2.7. Indemnification Procedure.**
- a. As soon as practicable after receipt by any person specified in BL:10.2.1 of the BL:10.2 notice of the commencement of any action, suit or proceeding specified in Section 1 of this BL:10.2, such person shall, if a claim with respect thereto may be made against the College under BL:10.2 of these Bylaws, notify the College in writing of the commencement or threat thereof; however, the omission so to notify the College shall not relieve the College from any liability under BL:10.2 of these Bylaws unless the College shall have been prejudiced thereby or from any other liability which it may have to such person other than under BL:10.2 of these Bylaws.

- b. With respect to any such action as to which such person notifies the College of the commencement or threat thereof, the College may participate therein at its own expense and, except as otherwise provided herein, to the extent that it desires, the College, jointly with any other indemnifying party similarly notified, shall be entitled to assume the defense thereof, with counsel selected by the College to the reasonable satisfaction of such person. After notice from the College to such person of its election to assume the defense thereof, the College shall not be liable to such person under BL:10.2 of these Bylaws for any legal or other expenses subsequently incurred by such person in connection with the defense thereof other than as otherwise provided herein. Such person shall have the right to employ his or her own counsel in such action, but the fees and expenses of such counsel incurred after notice from the College of its assumption of the defense thereof shall be at the expense of such person unless: (i) the employment of counsel by such person shall have been authorized by the College; or (ii) such person shall have reasonably concluded and the Trustees have agreed, in their reasonable judgment, that there may be a conflict of interest between the College and such person in the conduct of the defense of such proceeding. With respect to any matter in which the Trustees have agreed that such a conflict of interest exists, and separate counsel has been retained by the person(s) indemnified hereunder, the College shall bear the fees and expenses of such defense but shall not be required to assume the defense thereof. In the event the College approves separate counsel for a person(s) indemnified hereunder, the engagement of specific counsel shall be subject to the reasonable approval of the College.
 - c. If indemnification or advancement of expenses under BL:10.2 of these Bylaws are not paid or made by the College, or on its behalf, within ninety (90) days after a written claim for indemnification or a request for an advancement of expenses has been received by the College, such person may, at any time thereafter, bring suit against the College to recover the unpaid amount of the claim or the advancement of expenses. The right to indemnification and advancements of expenses provided hereunder shall be enforceable by such person in any court of competent jurisdiction. The burden of proving that indemnification is not appropriate shall be on the College. Expenses reasonably incurred by such person in connection with successfully establishing the right to indemnification or advancement of expenses, in whole or in part, shall also be indemnified by the College.
 - d. When the Trustees are required to make a determination of any issues relating to matters in this Article, such determination shall be with the advice of counsel and by a majority vote of the Trustees.
- 10.2.8. Insurance.** The College shall have the power to purchase and maintain insurance on behalf of any person who is or was a Board Member, Board Officer, Administrative Officer, committee member, employee or agent of the College, or is or was serving at the request of the College as a Board Member, Board Officer, Administrative Officer, committee member, employee or agent of another domestic or foreign corporation for profit or not-for-profit, partnership, joint venture, trust or other enterprise against any liability asserted against him or her and incurred by him or her in any such capacity, or arising out of his or her status as such, whether or not the College would have the power to indemnify such person against such liability under the provisions of this BL:10.2.
- 10.2.9. No Retroactive Effect of Amendments.** Notwithstanding any other provision of these Bylaws, any amendment, repeal or adoption of any provision of these Bylaws that is inconsistent with the purpose or intent of this BL:10.2 shall become effective only on a prospective basis from and after the date of such action.

History. Final draft presented 05/19/93 and adopted 10/29/93 by unanimous vote; amended on 04/21/95; 04/19/96; 11/1/02; 04/11/03; 10/18/03; 01/29/05; 04/28/06, 04/27/07; 01/26/08; 01/31/09; 10/31/09; 04/24/10; 01/29/11; 04/29/11, 01/28/12, 10/24/14, and 01/22/16, each by unanimous votes.