Dream Big

President’s Message

Shortly after I was appointed President of Muhlenberg, a friend presented me with a congratulatory gift: a small, colorful ceramic tile emblazoned with the words “DREAM BIG!” In the chaotic rush of moving to Allentown, I tossed it in a cardboard box along with utensils, cookbooks, the coffeemaker and a large package of the wrong size coffee filters. During that adrenaline-saturated summer, it seemed the last thing I needed was to “dream big.” My big dream had already come true – now I just needed to be reminded: “DON’T SCREW THINGS UP!” But when all the boxes were finally unpacked, there it was. The “DREAM BIG” plaque was prominently on display in the kitchen, placed where I would see it every morning by my good angel (operating through the agency of Heidi Morgan, who has lovingly maintained “the Manse” for the last three Muhlenberg presidents). This advice proved a Godsend during the strategic planning process, reminding me that no institution stays afloat for long by treading water, that good stewardship of the trust placed in my hands demanded boldness, along with intelligence, passion and energy. Fortunately, the Muhlenberg family – faculty, students, alumni, parents, trustees – my co-stewards of this treasured institution, brought all these qualities to the table. Together we created The Talents Entrusted to Our Care, an audacious but tightly focused strategic plan for this College we love. We have now completed the second year of the plan, and as Muhlenberg’s institutional momentum accelerates, it is clear that big dreams comprise only half of our formula for success. The other key component is quality of implementation. A friend cautioned the College leadership recently about the dangers of “magical thinking” – the pitfall of believing that if we wish for something hard enough, it will happen all by itself. It was a valid caveat, but fortunately an unnecessary one. The Muhlenberg team, ranging from professors to carpenters and electricians, from deans to custodians, from admissions officers to groundskeepers and student life professionals, from coaches to counselors and fundraising staff, has demonstrated a flair for combining visionary thinking with meticulous execution. This represents, I believe, another expression of the powerful union of “faith and reason” that characterizes Muhlenberg, and that we celebrate at Opening Convocation each fall. Of course, we have been supported at every step by extraordinarily generous and committed friends – alumni, parents, neighbors, trustees. Muhlenberg is clearly on the move from being a great institution to being a still greater one. In the words of the Psalmist (Psalm 84.7), we are going “from strength to strength.” This report documents a year well spent. Campus facilities, academic programs, student life, cultural life, diversity, athletics, finances – all are substantially better and stronger than they were twelve short months ago. As our Middle States Commission Reaccreditation Visiting Committee noted at the end of their campus visit last March: “Muhlenberg has much to be proud of.” Among the highlights you will find explored more fully in these pages:

We are rejuvenating Muhlenberg’s curriculum. Last winter the faculty’s Academic Policy Committee (APC) launched the first full-scale review of our graduation requirements since 1989 – a review that will continue in the coming year. Meanwhile, faculty working groups developed and the faculty approved new or revamped major programs in biochemistry; film studies; finance; political economy; public policy; political science; neuroscience; a new interdisciplinary minor in public health; a new Honors Program in chemistry; a revised philosophy major and minor with expanded courses in Asian philosophy; and a redesigned curriculum in religious studies.

We have completed the new “green” science building (and anticipate LEEDS certification), and we have accelerated the total renovation of Shankweiler (the project scope was substantially expanded, thanks in part to a major gift from local businessman and philanthropist Sarkis Acopian, to include the entire building). By next spring, the quality of our science teaching and research facilities will match the distinguished reputation of our faculty and academic program.

We continue to develop a strong culture of self-assessment and accountability, with insightful external visiting committee reviews of our departments of religious studies, art, and chemistry, and accreditation of our Hillel organization by Hillel International (the first liberal arts college in the nation to achieve Hillel accreditation). As LEEDS = “Leadership in Energy and Environmental Design,” a set of standards for sustainable building practices that emphasizes recycling, efficient energy usage, and other sustainable practices.
Mentioned before, Muhlenberg also participated in its 10-year Reaccreditation Review this year, completing a comprehensive self-study, noting areas for future improvement, and hosting a visiting committee of higher education experts who gave the College outstanding marks in each of the accreditation system’s 14 assessment standards.

Muhlenberg’s “Greening Committee” has stepped up the pace in campus recycling, and the administration is doing its part to reduce paper usage by distributing as many memos and announcements as possible electronically and publishing directories and student, faculty and managers’ handbooks online, with a minimum number of printed copies. The Board of Trustees has also approved the on-line distribution of board meeting materials. These measures should save hundreds of reams of paper annually.

The Seegers Union expansion (phase 1) has been completed, with greatly expanded facilities for the Career Center and the Academic Resource Center, as well as elegant and versatile new meeting rooms that are already heavily booked for events ranging from Cabaret Nights to Trustee meetings.

We have worked with students, alumni, faculty and staff to provide a strong policy infrastructure for our Greek Life system, including a relationship statement, accreditation system, guidelines for new member education and procedures for evaluating proposals to expand the Greek system.

Admissions applications set a new record (for the ninth time in 11 years), academic quality held steady, and our yield rate jumped substantially. The word is out that Muhlenberg is a hot school.

As of this writing, our endowment has set a new record (though it still falls short of the endowment resources of the schools with which we compete); donor participation and total contributions have increased substantially over last year. Parent giving has reached phenomenal levels, with over two-thirds of current parents contributing to the Muhlenberg Fund – a striking vote of confidence in their sons’ and daughters’ Muhlenberg experience.

We are a more diverse campus than we were a year ago, in terms of students, staff, faculty and volunteer leadership. We have encouraged new initiatives that nurture social, curricular and co-curricular interactions among community members from different ethnic, religious and cultural backgrounds. We have also laid the groundwork for a new campus Multicultural Center that we hope will open in the fall semester, 2006.

Finally – and of tremendous importance to Muhlenberg’s future – the low-key “Pride and Progress” campaign has exceeded its original goal of $70 million ahead of schedule, and will provide the nucleus for a capital campaign that will build on this effort’s strong foundation to generate the resources essential to our successful execution of the strategic plan. There will be a role for every Muhlenberg alumnus, alumna, parent and friend in bringing these plans to fruition. Our College has been, and always will be, a labor of love – the work of many hearts and hands. I hope we can count on your loyalty, affection and generosity in the months and years to come as we bring our “big dreams” to reality through careful thought, judicious choices and the pleasure of hard work.
In 2004, we established two new institutional grant programs to support faculty/student research. This year the faculty approved a new interdisciplinary major in film studies and an interdisciplinary minor in public health. The film studies major emphasizes the rigorous study of world cinema as well as practical experience in film production within the framework of a liberal arts education. Public health is an interdisciplinary minor focusing on protecting and improving the health of individuals, communities and populations at risk for injury and disease by educating and empowering students about health-related issues from biological, environmental, social, behavioral, economic and historical points of view. To support these new programs, we are increasing staffing and upgrading facilities.

In 2004, we established a new major in neuroscience. A search is underway for a second neuroscience hire–this time in the department of psychology—to join our current program director, a biologist. The new science building houses a neuroscience “neighborhood” of offices, research rooms, teaching spaces and even a student study “living room.” This neighborhood concept fosters inquiry-based pedagogy by breaking down traditional barriers between classroom teaching and research and by organizing teaching spaces according to functional interests, rather than by traditional discipline.

Two new institutional grant programs were established to support faculty/student research collaborations. The first provides funding and housing to students who assist faculty members with summer research. Eleven students from the three academic divisions were on campus in summer 2006 as part of this new program. They joined the 40 or so students who stay to work with science faculty on research supported by agencies such as the National Institute of Health and the National Science Foundation and by alumni-supported programs such as REBCS. The second allows faculty to “hire” student research assistants throughout the year to help with academic projects such as book indexing, primary source research and editing.

Muhlenberg has expanded international studies by increasing the number of institutions with whom it partners. Students choose programs that combine learning with community service and field research. This experiential learning and intercultural exchange foster greater understanding of critical global issues.
M  A Student Athlete Mentor program was established by student athletes who raised over $10,000 for academic support.

U  An expanded Seegers Union with 9,000 more square feet completed, with new meeting rooms on the upper floor and new academic support services and Career Center located on the lower floor.

H  Health and Wellness programs expanded to keep students and employees fit with diet and exercise a major focus.

L  Leadership Training Workshops taught student groups how to motivate, educate and lead their peers.

E  Extra-curricular activities increased with help from the Muhlenberg Activities Council, with an activities fair on Labor Day featuring over 80 student organizations.

N  New Lifestyles Meal Program makes the student dining experience more appealing with extended dining hall hours, new Dining Dollars for more options and the opening of a pilot convenience store on campus.

B  At the Midnight Breakfast over 1,070 meals were served, hitting an all-time record.

E  Engagement in community service activities encouraged at places and events such as The Caring Place, Dance for a Cure and Allentown's public schools.

R  Recycling in residence halls improved with each dorm room equipped with bins for paper, glass, plastic and can disposal.

G  Karen R. Green appointed Muhlenberg's new dean of students and vice president of student affairs.

Karen R. Green
Vice President, Student Affairs
Dean of Students

New Dean of Students Appointed

Muhlenberg College welcomes Karen R. Green as the new vice president of student affairs, replacing Muhlenberg's retiring dean of students Rudy Ehrenberg, who had served Muhlenberg since 1994. She oversees more than 70 full-time employees and several departments, including athletics and recreation, campus safety, community service, Greek life, judicial affairs, residential services, student activities, the counseling center, the health center, student leadership and Seegers Union/campus events. Green received her baccalaureate degree from Agnes Scott College in Atlanta in 1986, where the Karen Green Human Relations Award was created in her honor. She went on to earn her masters of divinity from the Candler School of Theology at Emory University in 1997. She began her administrative career as a resident director at Spelman College, later served in the admissions office at Agnes Scott, and subsequently became director of orientation, residence life and student activities at her alma mater before leaving Atlanta to accept the position of director of multicultural affairs at Hamilton College in Clinton, N.Y. She held additional leadership positions in student life at Agnes Scott, Emory and Hamilton before assuming the position of dean of students at Wells College on September 11, 2001.

Career Center: Critical Support

It has been said that liberal arts degrees prepare you for life. What helps students land those very first jobs? The Career Center is the answer. Renovation of existing space for Career Services in Seegers Union was completed in the summer of 2006, a college priority because of the importance the College places on helping students take their first successful career steps. The Career Center promotes career development by encouraging students to integrate their academic and co-curricular experiences and inspiring them to explore, prepare and connect. In 2005-2006, the Career Center had over 2,500 contacts with students.

According to the Career Center, 97.2 percent of respondents from the Class of 2004 found full-time employment or advanced study within one year of graduation.
Fostering an Enrichingly Diverse Campus

Muhlenberg's new Multicultural Center will celebrate and support diversity on campus. After careful planning by a task force comprised of students, faculty and staff, the Multicultural Center opened in the fall '06 semester. It houses the Office of Multicultural Life and the Office of International Studies. The Center is located near to Hillel, on Chew Street, providing a high degree of visibility to support the College's commitment to making Muhlenberg a highly engaged, diverse environment. The Center will provide students, as well as the rest of the College community, with the space and resources needed to organize multicultural programming and provide outreach for academic lectures, student performances and community service efforts. "We wanted to send the campus community a clear, powerful message about Muhlenberg's commitment to diversity and multicultural life," President Helm said. A full-scale review of the general academic requirement structure by the provost and the Academic Policy Committee in fall 2005 concluded that Muhlenberg College strongly endorses the belief in an intellectually and culturally diverse campus community that enriches and enlivens the educational experience of all students.

This year, Muhlenberg had the largest number of first-year African-American students enroll in the College's history. The 2006-2007 entering class will reflect over nine percent multicultural students, up from 6.6 percent a year ago. A goal of the strategic plan is to increase multicultural enrollment to at least 10 percent of the student body by 2009. The Multicultural Center provides a powerful opportunity to coordinate efforts to improve diversity in academic and co-curricular planning with relevant faculty and student groups.

Celebrating Acts of Faith, and 75 Years

Religious life in the 2005-2006 academic year was filled with many activities that strengthen the practices of faith and understanding on campus. Prior to the school year, Hillel welcomed Joe Grinenko '04 as program director. Working together, Joe and Hillel director Patti Mittleman have been able to expand programming to reach more students across the College. During the fall semester, the religious life team participated in the Board of Observers review. Led by outside experts and alumni, the Board of Observers offered a comprehensive review of religious life programs, which culminated in a very positive report that will be used to plan the future work of the religious life offices. The report encouraged more integration of religious life with many offices of the College and encouraged the chaplains to continue to serve the community in the many ways that they are currently available. During spring break, students participated in a number of "alternative spring break" trips, three of which were sponsored by religious life. A group of Christian students helped with Hurricane Katrina cleanup in Louisiana; another Christian group helped to build a school in Juarez, Mexico; and a group of Jewish students visited and worked with the Jewish community in Prague, Czech Republic. These trips continue the recent trend of interest in community service trips during the spring break.

Exploring the Ethics and Politics of Identity

The Center for Ethics hosted a series of events on ever-changing social, national and global identity issues this year. The events, including lectures, performances and film viewings, challenged viewpoints on culture, ethnicity, gender, race and sexuality. Among the performers/lecturers were Brenda Dixon Gottschild (pictured above), cultural historian, choreographer and performer, and artist Rennie Harris. Students and faculty had the opportunity to discuss with Gottschild her lecture on "Reading Race, Performing Race – Parameters and Potentials." Rennie Harris taught a dance workshop entitled, "Hip Hop Rhythm, History & Theory," and performed his work in progress, "Prince ScareKrow's Road to the Emerald City."

Hillel Receives Accreditation

In June 2006, Muhlenberg College Hillel became the first Hillel at a small, liberal arts college to receive accreditation. The board of directors of the international organization honored Muhlenberg’s Hillel for its adherence to the group's standards of excellence. Hillel: The Foundation for Jewish Campus Life is the largest Jewish campus organization in the world. The organization seeks to enrich the lives of all Jewish graduate and undergraduate students, and to inspire them to make an enduring commitment to Jewish life. "The accreditation of [Muhlenberg College’s] Hillel represents their continued dedication to serving Jewish students on campuses around the world," said Hillel President Avraham Infeld, who received an honorary degree from the College in May 2006.
Building Community Relationships

Vision

The Community Service Office is designed to promote, facilitate and support positive interaction among students, faculty and community members. The Office encourages students to initiate and coordinate projects without the risk of failure. All attempts to serve and volunteer have positive impact and provide an opportunity for learning. Service to society is an important part of a liberal arts education, helping students take their education to another level. Graduates who combine a strong academic background with valid, meaningful service are well prepared to be the leaders of the future.

Action

As the Muhlenberg College community continues to embrace the development of students who lead lives of “leadership and service,” student activity in the Office of Community Service flourishes. Through direct service, advocacy, activism and education, an increasing number of Muhlenberg students are seeking to make a difference in their own lives and lives of those in both the local and global community. Each day, the red vans leave to take students into the community, where they engage children, youth and adults. Student leaders coordinate tutoring programs, work to provide accessible health care, encourage literacy through creative drama programs, clean up the community, build houses and develop positive relations with the youngest and oldest members of the community. With the expansion of the Community Service Office, passionate students in residential buildings, Greek organizations, MTA and a variety of athletic teams participate in the meaningful service of local philanthropy projects. The formalization of service learning as a focus provides the opportunity for faculty to see the importance of student life in the college experience and for students to make the connection between classroom learning and civic involvement. Students in service learning participated in co-curricular offerings such as Hospice, V.I.T.A., H.E.L.P., the IMPACT Project and Ten Thousand Villages. The statistics on the following page reveal the impact of the Muhlenberg student body serving Allentown and the greater community.

Did you know?

- Muhlenberg students volunteered 60,000 hours with a contribution value of $1,082,400. (Valuation Source: Independent Sector 2005)
- 1,404 students participated in community service or philanthropic activities.
- 66 percent of Muhlenberg students served Allentown and the surrounding community during their four years.
- Students supported 110 local and national agencies through service and/or donations.
- The Community Action Committee of the Lehigh Valley generated $813,046 in tax refunds for 620 low-income clients with the help of 20 Muhlenberg students providing free volunteer income tax assistance, eliminating the cost of tax preparation services.
- $9,563.85 was raised for the American Red Cross for Hurricane Katrina relief.
- Student-organized program Dance for A Cure brought in $3,000.98 for the Leukemia and Lymphoma Society, the American Sickle Cell Association and the Women’s 5K Classic.
- Relay for Life raised $28,500 for the American Cancer Society.
- All together, students raised $87,962.99 in the 2005-2006 academic year.

2006 Community Service Awards Recipients

In photo left, left to right:
- Rachel Schein ’06
- Lauren Teixeira ‘06
- Danielle Pino ’06
- Aaron Kaplowitz ’06
- Anna Norman ’06
- Julia Zur ’06

In photo right:
Teixeira (l) and Schein (r) help out at the Pinebrook Children’s Holiday Party.

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New Facilities for Science Excellence

Building on Muhlenberg’s strength in the sciences, a 40,000 square foot science building was completed in the summer of 2006. The new science building, attached to the Shankweiler biology building, contains laboratories, classrooms and offices. The new facility will allow the various science concentrations to work more closely together, with instructional practices focused on advances in science undergraduate education. Our legendary pre-med program and the new neuroscience major are two academic areas that will greatly benefit from this commitment by the College.

The new and renovated science facilities, including the Shankweiler and Trumbower buildings, improve teaching and learning, and will enhance Muhlenberg’s excellent position in undergraduate study of the sciences through:

- Expanded teaching and research neighborhoods for faculty and students.
- Creation of new and expanded space conducive to interdisciplinary and collaborative efforts.
- Establishing a stronger overall science division identity through design of shared spaces, including classrooms, gathering rooms and a reading room.
- Renovating all four floors of the Shankweiler biology building, which will house expanded space for chemistry and the Acopian Ornithology Center.
- Improving connectivity between Shankweiler and Trumbower halls by January 2007 with the construction of a tower and bridges linking two floors of the buildings.
- A planned expansion of the chemistry department.
- Improvements to the mathematics and physics office spaces.

Muhlenberg has created a science complex attractive to current and prospective science students. The capital investment in the sciences is already showing results, as incoming students’ interest in the natural sciences is the highest it has been in over five years.

Student-Faculty Research Programs Grow

Student-faculty science research came alive in summer 2006. Thirty-nine students, supervised by 21 faculty advisors, participated in research arranged by faculty in the science division of Muhlenberg College with housing and research credits provided. Working full-time for a minimum of eight weeks, student research ranged from ecological analysis to lincomycin biosynthesis, from extraction and analysis of defense chemistry in black walnuts to study of the southern hemisphere using Muhlenberg’s remotely controlled Australian telescope. Major funding was provided by the National Science Foundation, Johnson & Johnson Pharmaceutical Research and Development, the Merck Company, the American Association for the Advancement of Science and alumni and friends of Muhlenberg, including REBCS (Research Experiences in the Biochemical and Chemical Sciences).

Highlights

- The acquisition of new atomic force and scanning transition microscopes allows for a new first at Muhlenberg: the ability to view actual atomic structure. Nanoscience and proteomics are some of the new science areas in which Muhlenberg is keeping pace.
- The science faculty continues to press forward with results from primary research conducted at Muhlenberg published in national journals. From environmental science issues to genetic discovery and pharmaceutical testing, faculty such as Jason W. Kelsey, Ph.D., associate professor and program director of environmental science, Erika Iyengar, Ph.D., assistant professor of biology, Jeremy Teisere, Ph.D., assistant professor of biology, Marten Edwards, Ph.D., assistant professor of biology, Marsha Baar, Ph.D., professor of chemistry, and others have released scores of articles presented in peer-reviewed publications over the past year. To learn more, go to www.muhlenberg.edu for Notes of Distinction.
- Richard A. Niesenbaum, Ph.D., professor and department chair of biology, had two research projects featured in a National Science Foundation newsletter on plant research. He also received a $10,000 supplement to a four-year $1.05 million National Science Foundation grant on plant-insect interactions for involving a local inner-city public school teacher and providing opportunities to connect students to the research.
- Bruce Wightman, associate professor of biology, was published in the November 1, 2005 issue of Developmental Biology. Co-authored by Muhlenberg graduates Bryan Ebert ’99 and Nicole Carmean Jacobs ’98, and Sheila Clever, manager of the Wightman laboratory, this work is the culmination of five years of research on genetic mechanisms by which individual neurons become different from one another during embryonic development.
- Donald W. Shive, Ph.D., professor of interdisciplinary sciences and professor of chemistry, designed point-of-care clinical chemistry techniques that were approved by the Food and Drug Administration for determining potassium levels in blood. He traveled to South Korea where there is interest in producing the electrodes.
- Mathematics Professor William Dunham’s The Calculus Gallery was chosen as one of nine math books from 2005 to receive the “Outstanding Academic Title” award from the American Library Association. His 1999 book on Euler was similarly honored.

Steel is completed and enclosed for Seegers and science building additions. President Helm convenes task force for new Muhlenberg Multicultural Center. 60 students, faculty, staff, alumni and neighbors participate in third annual 12.5 hour marathon reading of Homer’s Odyssey. EnAct, Muhlenberg’s environmental club, and Campus Greening Committee stage “Big Bang” day focused on campus waste and recycling. Muhlenberg partners with Congressman Charlie Dent and the Committee for Citizen Awareness for an instructional video on the U.S. Constitution, to be shown in local high schools on Constitution Day.
Nicholas Kristof

Nicholas Kristof, a New York Times columnist who has played a key role in reporting on genocide in Darfur, spoke at Muhlenberg during the 100 Days for Darfur. The Institute for Jewish-Christian Understanding at Muhlenberg sponsored the event on April 30, 2006 to promote community knowledge of and action against the horrific events taking place daily in the Sudan.

Judge John E. Jones

Federal judge and father of Muhlenberg student Meghan Jones ’07, John E. Jones, spoke at Miller Forum in March 2006. He spoke about the separation of church and state shortly after ruling in the Pennsylvania “intelligent design” court case, a case followed closely by the national media. Judge Jones ruled in favor of the plaintiffs, a group of parents suing the Dover School District for including a section in a biology book that stated evolution was only a theory of church and state shortly after ruling in the Pennsylvania “intelligent design” case. Judge John E. Jones, spoke at Miller Forum in March 2006. He spoke about the separation of church and state shortly after ruling in the Pennsylvania “intelligent design” court case, a case followed closely by the national media. Judge Jones ruled in favor of the plaintiffs, a group of parents suing the Dover School District for including a section in a biology book that stated evolution was only a theory of church and state shortly after ruling in the Pennsylvania “intelligent design” case.

Ray Suarez

This year’s Muhlenberg graduates were honored to have Ray Suarez, journalistic giant and senior correspondent for The NewsHour with Jim Lehrer on PBS, as their commencement speaker on May 21, 2006. Suarez has worked for BBC Radio and National Public Radio, and has authored several books. Muhlenberg awarded Suarez an honorary degree.

The Future of Normal

Others to grace the Muhlenberg community with their words of wisdom include bioethicist and historian Alice Dreger, professor Dan Butlin and screenwriter Christopher Keyser. Dreger, the director of medical education for the Intersex Society of North America, discussed people born with “abnormal” bodies and the future of “normal.” Butlin, assistant professor of education at Gettysburg College, lectured on the field of service learning. Keyser, who wrote and executive produced the hit show “Party of Five,” spoke about the business of making television.
New Financial Services Concentration

The Wescoe School has expanded its course offerings to include an accelerated bachelor's degree in business administration with a concentration in financial services management. Financial services is the third largest employment category in the Lehigh Valley, and job opportunities in the field are ever-expanding. The climate in the financial services sector is very competitive and, as a result, the industry has experienced high productivity gains fueled by heavy investments in technology. A well-educated workforce will be necessary to help financial services organizations continue to keep pace through innovative use of this technology. Participants enter the program with an associate's degree or its equivalent and complete their degree by progressing through 17 five-week modules. The curriculum prepares students for careers in securities, banking, financial data services, life and health insurance, mortgage services, property and casualty insurance, credit services and more.

New Healthcare Concentration

In May 2006, The Wescoe School began offering an accelerated bachelor's degree in business administration with a concentration in healthcare management. Management positions in healthcare organizations require a unique set of skills that are not typically addressed in clinical training. The accelerated degree program is perfect for individuals already working in the healthcare industry who are looking to earn a bachelor's degree, or for individuals looking to make a career transition into healthcare. In keeping with the philosophy of other accelerated degree programs at The Wescoe School, courses will be project-based and focused on practical application. The curriculum will help prepare students for careers such as assisted living manager, director of nursing, health information specialist, healthcare facility admissions director, home care agency manager, hospital materials management director, healthcare project manager, managed care professional, medical practice manager, medical records administrator, nursing home administrator, therapy services director and more.

Wescoe Wins First Telly Advertising Award

The Wescoe School was awarded a 2006 Telly Award for its television promotion: Where Will You Be? Founded in 1978 by David E. Carter, a past Emmy® and Clio® winner, the Telly honors excellence in local, regional and cable TV commercials. Submissions come from all 50 states and five continents. “I offer special thanks to three student/alumni volunteers – Paul Marin ’99, Roy Ramsay ’05 and student Samantha Anglestein – who contributed time, talent and screen presence to this effort,” says Molly Brown, director of marketing and public relations at The Wescoe School.
Internationalism & All That Pizzazz

The caliber of the productions offered on Muhlenberg’s four major stages is worthy of the consistently positive reviews and overwhelming audience response. In 2005-2006, Muhlenberg’s yearlong schedule was packed with over 25 different productions — representing more than 200 actual performances — executed with high production values and providing integrated arts learning experiences to students. Four disciplines — art, dance, music and theatre — converged for collaborative experiences in such productions as Big Love, a comedy of mythic proportions, or the Figurentheater, a German puppet theatre team with international acclaim.

Muhlenberg Faculty Performing on the World’s Stage

International collaboration extends to faculty as well. French national Francine B. Roussel, associate professor, who holds an M.A. from the University of Paris, La Sorbonne and a Certificate of the Ecole Internationale de Théâtre Jacques Lecoq, has professional experience with “Groupe des 50,” which established the Actors Studio in Paris with Andreas Voutsinas and has worked with Lee Strasberg and Earl Hyman in New York. She has taught acting and has directed at Théâtre de Vincennes and Studio de Paris. As a member of the Screen Actors Guild, Actors’ Equity Association and the American Federation of Television and Radio Artists, Francine has been performing with The New York Philharmonic, under the direction of Kurt Masur, in Jeanne d’Arc au Bûcher, in New York, Berlin and Leipzig. Her professional work includes appearances on Sex and the City, and in the Sydney Pollack film The Interpreter with Sean Penn and Nicole Kidman. Charles O. Anderson, assistant professor of theatre and dance, is a native of Richmond, Va. He holds a bachelor's degree in performance and choreography from Cornell University and an M.F.A. with honors from Temple University. Anderson was awarded a Dance Advance Grant by Pew Charitable Trusts to collaborate with South African choreographer Vincent Mantsoe. His choreography has been presented through such venues as Mulberry Street Theatre, Danspace at St. Mark’s Church, the Philadelphia Fringe Festival, Danceboom! at the Wilma Theatre, WAX Performance Space and Here Arts Center among others. He enjoys a successful career as choreographer, performer and artistic director of his Philadelphia based dance company, dance theatre X.

Visual Arts Expanding

Muhlenberg College plans to expand its art department, leading to increased opportunities for students to understand art in a cultural context, to learn the rudiments of visual language and to develop technical acumen. There are required studio arts and art history sequences that complement one another. Artist and teacher Amze Emmons joined the department as assistant professor; and dissident Chinese artist, Xu Bing, and Computer Artist John Simon, Jr. visited the department, sharing unique perspectives. With curatorial duties of the Martin Art Gallery now a responsibility of the department, students took the Senior Honors Exhibition to new heights, with welded sculpture, photography, drawing, painting and prints featured.

With 130 theatre and 36 dance majors, the College is considered one of the few liberal arts institutions in the nation where high-quality productions are set against the backdrop of a serious liberal arts education — all choreographed to make a difference in our society. The prestigious Fiske Guide to Colleges ranks both theatre and dance among the nation’s top small college programs; Muhlenberg is one of only eight colleges in the country to appear on both lists. The Princeton Review ranks theatre as the eleventh best undergraduate department for colleges and universities of any size. “You may say we are pushing the boundaries, stimulating the creative spirits who go to school here to be catalysts for positive change in our world,” says James Peck, Ph.D. “Theatre and dance make for great liberal arts curricula, opening up easily and quickly into diverse knowledge and multiple forms of embodied learning, providing experiential, social, emotional and analytic possibilities. By grounding the performing arts within a liberal arts curriculum, we infuse in our students broader intellectual pursuits and a sense of history, and emphasize the ways in which art may be the source for civic participation and change in our society. We hope our graduates will become leaders in the profession, take it to the next level, re-invent it for future generations.”
The Mules kicked off the 2005-2006 school year by celebrating the men’s soccer team Centennial Conference championship. Women’s cross country had its own highlight when Karen Mount ’06 made it to the NCAA championship, a team first. Women’s basketball rocked the Centennial Conference, winning the championship and finishing the year ranked 20th in Division III. Wrestler Matt Loesch ’07 earned All-America honors for the second year in a row. Women’s lacrosse racked up a record number of victories, ending its season with 10 victories to only six losses. Despite several injuries, the women’s track team kept its heels up and placed second in the Centennial Conference championship. Sarah Mitchell ’07 made history when she was named the first All-American in women’s track and field and placing seventh in the javelin throw at the NCAAs. Tenacious, talented tennis player, Amy Schmidt ’06, made the Mules proud for a number of reasons this year. She reached the singles semifinals of the NCAA championship and earned the prestigious NCAA Postgraduate Scholarship along with track and field athlete Jason Finkelstein ’06.

Muhlenberg’s Finkelstein Academic All-American

Congratulations are due to Jason Finkelstein ’06 for earning a spot on the first team of the Academic All-American College Division Men’s Track & Field/Cross Country Team. He was chosen by the College Sports Information Directors of America and ESPN The Magazine.

Finkelstein, who graduated with a political science major and double minor in economics and history, received an NCAA Postgraduate Scholarship for the indoor track season. He won two gold medals at the 2006 Centennial Conference Indoor Track and Field championships, in the 4x400- and 4x800-meter relays and earned bronze medals in the same two events at the CC outdoor meet. In his first three years, Finkelstein earned three bronze medals as a relay team member at CC championship meets. He also ran on the distance medley relay squad that placed fifth at the 2005 ECAC championships.

Finkelstein is the 17th first-team Academic All-American in Muhlenberg history. This is the second consecutive year that a member of the Mule men’s track and field program has earned Academic All-America honors.

Team Wins for the record*

| .897  | women’s basketball | 26 – 3 |
| .864  | men’s soccer      | 13 – 6 |
| .667  | wrestling         | 8 – 4  |
| .625  | women’s lacrosse  | 10 – 6 |
| .538  | men’s basketball  | 14 – 12|
| .533  | women’s tennis    | 8 – 7  |
| .500  | field hockey      | 9 – 9  |
| .462  | men’s lacrosse    | 6 – 7  |
| .447  | softball          | 17 – 21|
| .431  | baseball          | 15 – 20 – 1|
| .429  | volleyball        | 12 – 16|
| .364  | men’s tennis      | 4 – 7  |
| .313  | women’s soccer    | 4 – 10 – 2|
| .300  | football          | 3 – 7  |

*cross country, golf and track not calculated as team percentages

Mules Rally for a Classmate and Teammate

The Mules proved their commitment to winning outside the realm of athletics in the 2005-2006 school year. When softball player Tara DeMarzo ’06 was seriously injured in a car accident in November 2005, Muhlenberg teams rallied to aid her in recovery. They contributed to fundraising efforts through activities such as an all-campus softball tournament, a softball contest, t-shirt sale and auction. The Mules contributed $8,500 to help defray medical costs for the DeMarzo family.

Teams also raised money for cancer organizations, participated in educational and athletic programs for local children, gave free clinics and helped clean up the environment. Independent of team activities, Muhlenberg athletes contributed numerous hours to campus community service projects, whether it was helping low-income workers complete their tax returns, training to be hospice volunteers, running in a 5K for breast cancer research or mentoring local high school students on probation.

Muhlenberg’s colors are red and grey, but the Mules have a heart of gold.
Student quality remains very strong as well. The Muhlenberg has long enjoyed unusual Accepted by 2.4 percent to 460 after a whopping 21.4 percent increase one year ago. The up from 4,217 a year TRENGTH TO JOHN EMANUEL, the College will bring with them to this campus.”

Early Decision
Enrolled TRENGTH

“The numbers tell a small part of the story of this class,” says Hooker-Haring. “They bring tremendous energy and enthusiasm to campus,” says Hooker-Haring. “We have been incredibly active in their high schools, from leadership to athletics and from the arts to community service. All of us at Muhlenberg look forward to the energy, intelligence and activism they bring with them to this campus.”

The class that enters in fall of 2006 will be the largest in Muhlenberg history. Selected from the largest applicant pool in the College’s history: 4,347 applications – up from 4,217 a year ago, and Muhlenberg’s ninth record-large applicant pool in the last 11 years – the class will top 600 students for the first time ever. “Our target for this year’s class was 565,” says Dean of Admission and Financial Aid Chris Hooker-Haring ’72. “We experienced a dramatic spike in yield on Regular Decision acceptances. That signals very strong institutional momentum and the chance to be even more selective in the future.” Early Decision applications, an indication of strong first-choice interest in Muhlenberg, increased again this year – by 2.4 percent to 460 after a whopping 21.4 percent increase one year ago. The College filled 304 seats in the entering class via Early Decision. “Our Early Decision applicants bring with them to this campus.”

Muhlenberg has long enjoyed unusual religious diversity among its students, with approximately 30 percent Catholic, 26 percent Jewish and 20 percent Protestant students on campus. Ethnic diversity has proven a greater challenge. The College’s strategic plan calls for a major effort to increase ethnic diversity, and this year’s entering class will reflect just over nine percent multicultural students, up from 6.6 percent a year ago. Says Hooker-Haring, “The strides we made in diversity were a student response.”

Muhlenberg has the largest number of African-American students in this entering class ever (18).” Student quality remains very strong as well. The percentage ranking in the top tenth of the high school class moved up to 45 percent this year from 42 percent a year ago. This was the first year for the new SAT, and Muhlenberg’s means across all three tests are CR-607, M-612, W-608. The critical reading (CR) test is what used to be called verbal. Writing is the new essay section of the test, added this year. “The numbers tell a small part of the story of this class,” says Hooker-Haring. “They have been incredibly active in their high schools, from leadership to athletics and from the arts to community service. All of us at Muhlenberg look forward to the energy, intelligence and activism they bring with them to this campus.”

Double academic stardom. That is what can be said of twin brothers, Seth and Jason Winkler ’06, New Rochelle, N.Y., who became the first twin co-valedictorians in Muhlenberg’s history. Both young men maintained a grade point average of 3.990. And both graduates excelled as double majors: biology and math for Seth; biology and philosophy for Jason.
Seniors Show Strength

The Senior Connections Campaign demonstrated enormous support from the Class of 2006. All told, 38.2 percent or 186 seniors made a gift. The total raised was $6,410.95. At the initiative of the executive board of the Class of 2006, the campaign was reorganized to include new traditions such as taking in skyline views of the Lehigh Valley from the Tower.

First Reunion Challenge Increases Support

To strengthen alumni support for Reunion 2006, Muhlenberg issued a challenge: "A Toast to Success!" All classmates from years ending in a "1" or a "6" were encouraged to mark their reunions with a gift to The Muhlenberg Fund. Classes were given a participation goal and class fund chairs were asked to spread the word. For those classes who met the challenge, the College provided a champagne toast at reunion class dinners. The new tradition added a spirit of competition among reunion alumni and will have lasting results. Five out of eight classes met the challenge and every class year increased both their participation rate and the number of dollars raised. Of particular note:

- The Class of 1956 celebrated its Golden Anniversary this year by being the first class to meet the Reunion Challenge and exceeding the participation goal of 45 percent by nearly ten percentage points.

- The Class of 1966 celebrated its 40th anniversary by nearly doubling the dollar amount of its gift from the prior year to $75,867.

- The Class of 1971 presented the largest gift total to The Muhlenberg Fund: $100,000.

The College plans to continue the success of "A Toast to Success: A Reunion Challenge" at future reunion weekends.

Muhlenberg Fund Achieves Goal, Breaks Record

When the admission staff describes new buildings on campus, they frequently talk about the "WOW factor." This year, we can define "WOW" another way. For the 2005-2006 fiscal year, The Muhlenberg Fund surpassed the $1.7 million goal in unrestricted support by more than $17,000 (actual $1,717,884.25). A 19.5 percent increase over last year, this is the highest amount ever raised by the College in unrestricted support. The Alumni Fund participation rate climbed to 37 percent. Gifts to The Muhlenberg Fund have an immediate impact on campus, helping to shape the experience of nearly every undergraduate through facilities enhancement, student research opportunities, faculty development and technological improvements. Every gift also increases Muhlenberg’s chances of receiving grant money from foundations and corporations, which affects the College’s national rankings. Unrestricted giving provides the greatest impact by allowing Muhlenberg to place resources where they are needed most. In this competitive environment, reaching this milestone in unrestricted giving is crucial to maintaining Muhlenberg’s reputation. Thank you for your annual support of The Muhlenberg Fund.

Phonathon Sets New Benchmark

Thanks to the hard work and dedication of Muhlenberg’s student callers, this year’s Phonathon exceeded its overall goal by $30,000, and – for the first time in history – received more than $400,000 in pledges. This achievement was marked by victories throughout the academic year, such as two very successful “Faculty/Staff vs. Student” Phonathon theme nights, and new programming including:

- A "Caller of the Month" program;
- An online community for callers;
- A Phonathon giving website (www.mymuhlenberg.com/Phonathon);
- Monthly team challenges.

Parent Giving Bests Harvard

"Parent giving at Muhlenberg is strong," says Jackie Jones, director of reunion class giving and parent relations. This year, 69.7 percent of parents solicited made gifts to The Muhlenberg Parents Fund, a percentage that surpasses larger institutions – even Harvard. Every gift, regardless of size, sends a message: “Parents are already making sacrifices to send their children to college,” says Jones. “To give more means that they recognize Muhlenberg as a premiere institution and that they are powerful partners in their child’s education.”

Alumni Achievement Award winners for 2006 (left to right):
- Matthew Daly ’98, Outstanding Young Alumni Recognition Award
- Merle Wolfe ’61, Alumnus Lifetime Achievement
- Carroll Marino, Service to the College by a Friend
- Alex Adelson ’56, Alumnus Service to the College
- Matthew Daly ’98, Outstanding Young Alumni Recognition Award
- Kevin Brydzinski ’06, Alumnus Service to the College by a Friend
- Tommy Coughlin ’56 (front), Alumnus Service to the College

All are members of the Henry Melchior Muhlenberg Society.

View from the Tower

As part of the Senior Class Connections Campaign, seniors who made gifts of $20.06 or more were treated to a tour of the Mill Tower of the Haas College Center. Here Keiko Yoshida ’06, marketing chair of the executive board of the Class of 2006, enjoys a photo with President Helm.

The Senior Connections Campaign demonstrated enormous support from the Class of 2006. All told, 38.2 percent or 186 seniors made a gift. The total raised was $6,410.95. At the initiative of the executive board of the Class of 2006, the campaign was reorganized to include new traditions such as taking in skyline views of the Lehigh Valley from the Tower.

Tilghman H. Moyer, IV
Vice President, Development and Alumni Relations

President Helm hosted a dinner at the President’s House in March 2006 to thank Phonathon callers in The Muhlenberg Fund Student Network.

2006 Alumni Achievement Award Winners

Lipschutz and Brydzinski: Future Alumni Leaders
Stacy Lipschutz and Kevin Brydzinski were chosen Future Alumni Leaders for the Class of 2006 for exemplary character, outstanding achievement and scholarship. Stacy Lipschutz ’06 was a political science major and a Jewish studies minor. Upon her graduation, Stacy headed to New York City to work as a legal assistant at Skadden, Arps, Slate, Meagher and Flom LLP and where she looks forward to participating in the Metro New York Regional Club. Kevin Brydzinski ’06 majored in both accounting and business administration and he will be joining the accounting firm KPMG LLP as an associate auditor with the New Jersey practice. Kevin plans to stay involved with Muhlenberg by joining the New Jersey Alumni Regional Club.
A Sampling of New Gifts, Pledged Commitments*

<table>
<thead>
<tr>
<th>Individual or Organization</th>
<th>Purpose</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarkis Acopian</td>
<td>The New Acopian Center for Ornithology and Endowed Assistant Position</td>
<td>Confidential</td>
</tr>
<tr>
<td>Richard F. Brueckner ’71, Board Chairman</td>
<td>Life Sports Center and Endowment</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Laurie Cameron Brueckner ’72</td>
<td>Life Sports Center and Endowment</td>
<td>$2,400,000</td>
</tr>
<tr>
<td>The Kresge Foundation</td>
<td>Life Sports Center</td>
<td>$900,000</td>
</tr>
<tr>
<td>Harry C. Trexler Trust</td>
<td>Science Building Addition</td>
<td>$800,000</td>
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<tr>
<td>Robert Rankin ‘44 (Deceased)</td>
<td>Quasi Endowment</td>
<td>$580,840</td>
</tr>
<tr>
<td>National Science Foundation</td>
<td>Miscellaneous Faculty Research Awards</td>
<td>$358,614</td>
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<tr>
<td>Jeffrey R. Porphy ’89, Trustee</td>
<td>Life Sports Center and Endowment</td>
<td>$200,000</td>
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<tr>
<td>Governor’s Urban Academy for Teaching Excellence</td>
<td>Providing Professional Development for Teachers</td>
<td>$190,000</td>
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<tr>
<td>Christian A. Johnson Endeavor Foundation</td>
<td>Endowment Program Support for the Center of Ethics</td>
<td>$172,500</td>
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<tr>
<td>The Pepsi Bottling Group, Inc.</td>
<td>General Support</td>
<td>$150,000</td>
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<tr>
<td>The Century Fund</td>
<td>The Century Fund Scholarship</td>
<td>$100,000</td>
</tr>
<tr>
<td>Arthur A. Altman ’53, Trustee</td>
<td>Science Building Addition</td>
<td>$100,000</td>
</tr>
<tr>
<td>Gregory J. Fox ’76, Trustee</td>
<td>Life Sports Center and Endowment</td>
<td>$100,000</td>
</tr>
<tr>
<td>Robert C. Wood, Trustee</td>
<td>Life Sports Center, The Muhlenberg Fund and the Scotty Wood Tournament</td>
<td>$100,000</td>
</tr>
<tr>
<td>Johnson &amp; Johnson Pharmaceutical Research and Development</td>
<td>Student Summer Research Opportunities</td>
<td>$52,000</td>
</tr>
<tr>
<td>Sylvia and Elmer Meltzner Foundation</td>
<td>Renovations to Academic Support Services</td>
<td>$25,000</td>
</tr>
</tbody>
</table>

* Complete lists and donor profiles will be published in the College’s Annual Philanthropy Report.

Campaign Surpasses Key Benchmark, Gathers Momentum for a More Ambitious Goal

With $70 million realized for the endowment, the new Life Sports Center, unrestricted giving, extensive additions and renovations to Seegers Union, and the start of the science capital initiative, Muhlenberg has proven that it can champion significant goals to move forward the vision of the College. A notable example of this teamwork was the realization of the Kresge Challenge, which added $900,000 from the Foundation. As part of ongoing periodic review, Muhlenberg College has performed a significant assessment of its resources in conjunction with the strategic planning process concluded in October 2004 and its Middle States Self Study in 2006. Key considerations are listed below, and are now priorities as the College moves its advancement efforts into new directions:

- The available resources per student are among the lowest in the peer group, because of Muhlenberg’s relatively small endowment: $37,074 per FTE student vs. an average of $100,484 at twelve comparison schools. As a recurring theme heard in discussions of the financial health of the College, this deficiency will be addressed through increased emphasis on endowment gifts.
- The strategic plan integrates the facilities master plan with the academic plan for the College. Construction costs, as well as continuing costs of facility upkeep, are incorporated into the 10-year financial model to ensure that increased costs are considered in future resource allocation decisions. In addition, the facilities operation maintains a 5-year project plan that addresses all facilities issues of a less strategic nature and takes into account such issues as improved energy efficiency. Proper maintenance of the physical plant requires annual project funding of approximately $2 million.
- In response to the major facilities needs identified in the strategic planning process, Muhlenberg has recently established a policy to guide the issuance of additional debt to fund capital projects, consistent with the College’s desire to maintain its credit rating and its ability to service debt.
- The current silent phase of the comprehensive capital campaign is being restructured and extended to address the priorities of the strategic plan. The Development and Alumni Relations teams are in the initial planning stage to increase the current campaign goal from $70 million to more than $100 million. Growth of the endowment will be a significant priority of the newly restructured campaign. The Finance and Investment Committee of the Board of Trustees adopted Investment Objectives and Policy Guidelines in January 2006 to guide the investment decisions for the endowment and reserve funds.

Major Areas of Gift Support

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Operational Support</td>
<td>$3,842,600</td>
<td>32.6%</td>
</tr>
<tr>
<td>Endowment Support</td>
<td>$3,436,155</td>
<td>29.1%</td>
</tr>
<tr>
<td>Capital Support</td>
<td>$4,515,478</td>
<td>38.3%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$11,794,233</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

Gifts made for current operational support help to fund financial aid grants, program and department support, technology and faculty. A portion of the interest earned on endowment — totaling $11,794,233 on June 30, 2006 — supports scholarships and lectures. Capital gifts support the College’s “bricks and mortar” projects.

Stay in touch, give online, keep track, click on: www.myMuhlenberg.com.

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Senior staff introduces measures to dramatically reduce paper consumption on campus.
New sociology/anthropology, neuroscience/pyschology and film studies positions approved.
Trustee Jack Reumann honored with Wallenberg Award.
Faculty approves curricular innovations: new public health minor; new religion curriculum; revamped biochemistry major; revised philosophy major and minor; with five new courses in Asian philosophies; new major in finance; revision of economics major; and new honors program for chemistry majors.
Public Relations Report

With hundreds of national press clippings, Muhlenberg College’s generation of media “hits” has been formidable. The Office of Public Relations helps to promote Muhlenberg’s image to both local and national communities. With Muhlenberg’s accomplished faculty, hard-working students and exciting events, the making of news is strategically conducted to reflect the mission of this liberal arts college.

Some exciting news stories for Muhlenberg this year:

- The Kresge Challenge completed the $13 million Brueckner Family Wing of the Life Sports Center.
- Muhlenberg College gained 10-year reaccreditation from the Middle States Commission.
- Muhlenberg was 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 public health minor.
- The College issued a new Diversity Statement and began plans to establish a Multicultural House on campus by fall 2006.
- The new Seegers Union wing opened.
- Plans for a new residence hall at 22nd and Chew streets were approved.
- Men’s soccer and women’s basketball won Centennial Conference championships.
- The Lehigh Valley Chamber Orchestra, orchestra-in-residence at Muhlenberg College, celebrated 25 years.

Muhlenberg College contributed to these newsmakers over the past year:

- Hurricane Katrina
- Gasoline Prices
- War on Terror
- 2006 Pennsylvania Elections
- Floods & Other Natural Disasters

A Matter of Opinion

Muhlenberg’s Institute of Public Opinion, and its director, associate professor Christopher Borick, Ph.D., have continued to grow as a source of objective political research featured in many major news sources. The front page of Lancaster News Era announced the Institute to be one of the “most highly respected public research centers” in the country. Students working with the Institute of Public Opinion have participated in several research projects this year, including an opinion poll on President Bush’s response to the Avian flu virus scare.

During 2005-2006 the Institute of Public Opinion conducted 15 quantitative surveys in partnership with media, government and business organizations. The topics of the research included statewide elections, public health issues, quality of life, public education and diversity matters. Over 40 Muhlenberg College students were involved in all aspects of the Institute’s work, with six students serving as interns. In the upcoming year, the Institute will be very active in tracking the high profile Pennsylvania senate and gubernatorial races, as well as conducting numerous studies on key issues such as the war on terror and Iraq, immigration and energy policy.

Published in Harrisburg’s Patriot News, Borick reported results of a study done by students at the Institute of Public Opinion that gave a whole new meaning to the term “political divide.” Students surveyed sports fans to see if there were correlations between team and party affiliation. The results? Eagles fans were twice as likely to vote for Gov. Ed Rendell in the upcoming Pennsylvania gubernatorial election, while Steelers loyalists leaned more toward Republican opponent Lynn Swann.

The Institute’s work results in much publicity for the College. Through it all, Borick is called upon to comment on the results of the opinion research. Providing educational insight and clarity, he was quoted in a front page article in the Los Angeles Times, as well as in the Chicago Tribune, the Philadelphia Inquirer, the Pittsburgh Post-Gazette, Harrisburg’s Patriot News, Scranton’s Times Tribune, Doylestown’s Intelligencer and more. The Institute is also a research partner with the local Morning Call.
Statement of Activities & Changes

<table>
<thead>
<tr>
<th>Revenues</th>
<th>2006</th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees</td>
<td>$63,887,239</td>
<td>$59,013,656</td>
<td>$55,568,725</td>
</tr>
<tr>
<td>Less: College funded scholarships</td>
<td>(19,292,050)</td>
<td>(17,325,521)</td>
<td>(16,717,925)</td>
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<tr>
<td>Net tuition and fees</td>
<td>44,595,189</td>
<td>41,688,135</td>
<td>38,850,800</td>
</tr>
<tr>
<td>Private gifts, bequests and grants</td>
<td>3,387,688</td>
<td>3,346,262</td>
<td>1,909,086</td>
</tr>
<tr>
<td>Endowment and other investment income</td>
<td>5,594,872</td>
<td>3,154,024</td>
<td>3,171,339</td>
</tr>
<tr>
<td>Endowment gains (losses) &amp; gains from spending policy</td>
<td>4,605,436</td>
<td>2,584,125</td>
<td>5,544,902</td>
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<tr>
<td>Auxiliary enterprises</td>
<td>15,756,268</td>
<td>15,400,342</td>
<td>14,701,012</td>
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<tr>
<td>Other sources</td>
<td>252,446</td>
<td>463,122</td>
<td>462,191</td>
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<tr>
<td><strong>Total Revenues</strong></td>
<td>$78,598,665</td>
<td>$70,431,474</td>
<td>$71,076,591</td>
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</table>

<table>
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<tr>
<th>Expenses</th>
<th>2006</th>
<th>2005</th>
<th>2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction and research</td>
<td>23,777,340</td>
<td>22,453,549</td>
<td>20,943,415</td>
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<tr>
<td>The Wescoe School</td>
<td>1,797,266</td>
<td>1,827,670</td>
<td>1,594,680</td>
</tr>
<tr>
<td>Library</td>
<td>1,627,182</td>
<td>1,413,514</td>
<td>1,361,275</td>
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<tr>
<td>Student services</td>
<td>6,317,193</td>
<td>6,252,649</td>
<td>5,705,915</td>
</tr>
<tr>
<td>Operation and maintenance of plant</td>
<td>9,226,295</td>
<td>8,146,104</td>
<td>6,787,266</td>
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<tr>
<td>General administration</td>
<td>3,660,955</td>
<td>3,432,256</td>
<td>3,333,665</td>
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<tr>
<td>General institution and other expenses</td>
<td>6,134,391</td>
<td>5,228,034</td>
<td>5,784,769</td>
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<tr>
<td>Depreciation</td>
<td>5,177,934</td>
<td>4,634,457</td>
<td>4,434,457</td>
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<tr>
<td>Auxiliary enterprises</td>
<td>9,582,380</td>
<td>9,579,154</td>
<td>9,183,668</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$67,304,936</td>
<td>$63,957,310</td>
<td>$59,129,110</td>
</tr>
</tbody>
</table>

Increase in Unrestricted Net Assets           | 11,293,729  | 6,474,164     | 11,947,481    |

Changes in Temporarily Restricted Net Assets  |

| Private gifts, bequests and grants            | 7,237,000   | 4,454,685     | 3,893,451     |
| Endowment income                             | 878,585     | 642,467       | 557,542       |
| Endowment gains                              | 4,668,620   | 3,078,825     | 5,381,752     |
| Other sources                                | 2,282,975   | 924,264       | 625,400       |
| **Net assets released from restrictions**    | (4,406,766) | (3,795,464)   | (6,437,261)   |

Increase in Temporarily Restricted Net Assets | 10,660,414  | 5,304,777     | 4,020,884     |

Changes in Permanently Restricted Net Assets  |

| Private gifts, bequests and grants            | 1,759,533   | 1,985,813     | 3,377,357     |
| Endowment income                             | 28,259      | 17,014        | 18,988        |
| Net change in beneficial interest in perpetual trusts | 509,826 | 445,524      | 1,052,014     |
| Depreciation                                 | (2,500)     | (2,500)       | (2,500)       |
| **Increase in Permanently Restricted Net Assets** | 2,295,118   | 2,445,851     | 4,445,859     |

Increase in Net Assets                        | 24,249,261  | 14,224,792    | 20,414,224    |

Net Assets

| Beginning of year                            | 237,233,211 | 223,008,419  | 202,594,195   |
| End of year                                  | 261,482,472 | 237,233,211  | 223,008,419   |

Endowment Growth 1997–2006

<table>
<thead>
<tr>
<th>Year</th>
<th>1997</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>$61 million</td>
<td>$114 million</td>
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Fiscal Year 2005–2006 Balance Sheet

<table>
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<tr>
<th>Assets</th>
<th>2006</th>
<th>2005</th>
<th>2004</th>
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</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$14,232,955</td>
<td>$7,955,076</td>
<td>$10,125,224</td>
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<tr>
<td>Short-term investments</td>
<td>15,342,994</td>
<td>13,698,841</td>
<td>13,156,355</td>
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<tr>
<td>Contributions receivable - current</td>
<td>2,302,598</td>
<td>1,677,228</td>
<td>1,460,811</td>
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<tr>
<td>Accounts receivable and other current assets</td>
<td>2,117,433</td>
<td>2,700,394</td>
<td>2,470,303</td>
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<tr>
<td>Long-term investments</td>
<td>138,025,919</td>
<td>122,536,442</td>
<td>110,705,863</td>
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<tr>
<td>Contributions receivable</td>
<td>6,301,044</td>
<td>7,354,167</td>
<td>6,987,860</td>
</tr>
<tr>
<td>Land, buildings and equipment - net</td>
<td>123,516,028</td>
<td>108,577,495</td>
<td>108,160,980</td>
</tr>
<tr>
<td>Beneficial interest in perpetual trusts</td>
<td>8,634,593</td>
<td>8,124,767</td>
<td>7,679,243</td>
</tr>
<tr>
<td>Funds held by trustee and other assets</td>
<td>21,027,638</td>
<td>31,441,195</td>
<td>2,859,915</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$331,501,202</td>
<td>$304,065,605</td>
<td>$263,606,554</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>6,644,547</td>
<td>4,913,815</td>
<td>6,274,196</td>
</tr>
<tr>
<td>Deferred income and student credit balances</td>
<td>4,227,939</td>
<td>3,231,979</td>
<td>3,099,537</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>53,385,000</td>
<td>54,470,000</td>
<td>27,173,636</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>5,761,244</td>
<td>4,216,600</td>
<td>4,050,766</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$70,018,730</td>
<td>$66,832,394</td>
<td>$40,598,135</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>166,440,965</td>
<td>155,147,236</td>
<td>148,673,072</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>50,266,279</td>
<td>39,605,865</td>
<td>34,301,088</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>44,775,228</td>
<td>42,480,110</td>
<td>40,034,259</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$261,482,472</td>
<td>$237,233,211</td>
<td>$223,008,419</td>
</tr>
</tbody>
</table>

| Total Liabilities and Net Assets            | $331,501,202  | $304,065,605    | $263,606,554    |
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Honorary Degrees Awarded

On Sunday, May 21, 2006, Muhlenberg College graduated 457 seniors and awarded five honorary degrees (four are pictured above, left to right):
Rafael ‘Ray’ Suarez, Jr., senior correspondent for The NewsHour with Jim Lehrer, and social commentator (Commencement Speaker)
John Heyl ’28, architect, community activist and former trustee of the College
Avraham Infeld, president of Hillel International and staunch supporter of the State of Israel
Margaret A. ‘Peggy’ Reiley, international human rights activist and professor of human rights law at Fordham University
Sarks Acopian, industrialist, environmentalist and humanitarian, who has shown dramatic financial support for environmental causes, including a special interest in the birds of Armenia (pictured right)

About the Cover
The phrase, From Strength to Strength, originates from the celebratory Psalm 84: 7

Contact Information
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Fax: 484-664-3477
Web: www.muhlenberg.edu
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Allentown, PA 18104-5586.

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