Beating the Odds
President’s Message

**Beating the Odds**

I am not a gambling man. Never have been. I find casinos not only boring but, truth to tell, somewhat creepy. What I am is a sucker for underdogs, and I flatter myself that I know a winner when I see one. Muhlenberg is a winner.

What are the odds? What are the odds that – in the midst of a demographic decline and the greatest economic crisis of our time – a small, under-endowed, church-related liberal arts college could not just hold its own, but chalk up one of its best years ever?

**Many Achievements**

Despite the economic challenges, the shrinking pool of 18-year-olds, the H1N1 epidemic and the perennial public hand-wringing about the value of the liberal arts, our College has done very well indeed during the past year:

- We balanced our budget for the 55th consecutive year, without resorting to layoffs, program cuts or benefit reductions. We even gave modest performance-based raises to the faculty and staff who met or exceeded the College’s high expectations.

- We completed our comprehensive campaign – *The Talents Entrusted to Our Care* – by blowing through the goal and raising a total of $110.4 million for endowed financial aid and faculty development, new facilities, campus maintenance and academic programs. Over 63 percent of our faculty and staff made gifts to support the campaign; 56 percent of current parents also contributed to the College in the past year.

- We recruited the most ethnically diverse and one of the most academically gifted classes in the history of the College, exceeding our enrollment goals (by the time you read this, I’m sure we will have found housing for all these students).

- We forged ahead with three major – and essential – construction projects:
  - The former TKE house was gutted, expanded and reincarnated as Rehearsal House – a much-needed center for performing arts students and faculty, equipped with an acting studio, a music performance studio, an electronic music studio, an ensemble rehearsal room (with ample instrument storage), faculty offices and sound-proof rooms for applied music lessons. (See photographs on page 23.)
— We reinvented Seegers Union, replacing its 47-year-old kitchen, servery and dining hall, expanding the bookstore and creating new space for student programs and activities. (See photographs on page 22.)

— We broke ground on an expansion of our Hillel House providing new student leadership offices, as well as food preparation facilities and a Shabbat dining room that will seat 300 on Friday evenings – and offer program and classroom space at other times. The project will also provide, on a different level, new faculty offices, labs and classroom space for our sociology and anthropology departments.

• We negotiated a new dining service contract that will provide our students with healthier, more sustainable dietary options – including kosher, vegetarian, vegan and gluten-free menus.

• Our theatre & dance department was ranked number four in the nation by the Princeton Review, while Kiplinger’s ranked Muhlenberg among its 50 “best values” in higher education for the third year in a row.

• The Class of 2010 set a record – 94 – for the most interdivisional double majors in the past decade. To count as an “interdivisional” double major, one must major in two of the College’s three academic divisions: humanities, natural sciences and mathematics or the social sciences. There were 58 different combinations of “interdiv doubles” in the Class of 2010.

• Muhlenberg joined the Consortium for Faculty Diversity (CFD), an organization founded by a group of national liberal arts colleges to increase and strengthen the racial and ethnic diversity of students and faculty members on their campuses. CFD colleges provide pre- and post-doctoral fellowships to outstanding teacher-scholars, so that those scholars can gain the experience of teaching and pursuing their scholarship within the context of a liberal arts community.

• The faculty approved an arts management concentration within the business administration major. Proposed by Dr. Roland Kushner, assistant professor, the concentration will provide a focused curriculum to those students interested in providing leadership to a variety of organizations that serve the arts.

• The Wescoe School celebrated the 100th anniversary of adult education at Muhlenberg.

• Muhlenberg students won numerous nationally competitive and prestigious awards, including Fulbrights, Goldwaters and National Science Foundation Scholarships.

• We added international television programming in six languages, including French, German, Hebrew, Italian, Russian and Spanish via televisions and Language Learning Center computers in Ettinger.

• We received the Joseph S. Daddona Good Neighbor Award for the College’s “many contributions and many years of service to the Allentown community” from the Greater Lehigh Valley Chamber of Commerce.

• We engaged faculty, students, staff, parents, alumni and trustees in a broadly consultative planning process that will yield a new strategic plan (to be voted on by the trustees at their October 2010 meeting).

“Despite the economic challenges, the shrinking pool of 18-year-olds, the swine flu epidemic and the perennial public hand-wringing about the value of the liberal arts, our College has done very well indeed during the past year.”
One Challenge

Amidst all this sunshine, there is one storm cloud that has marred an otherwise glorious year: a precipitous drop in alumni giving.

Before the Great Recession, about 35 percent of Muhlenberg alumni participated in the annual fund – respectable, though nothing to brag about (some liberal arts colleges have participation rates in the 45 – 50 percent range). Last year, in the depths of the economic collapse, that statistic dropped precipitously to 25 percent. In 26 years of raising funds for colleges and universities, I have never seen a drop like that. This year, despite the economic recovery, the participation rate has not budged.

We know that other institutions have experienced similar declines, but Muhlenberg is not like “other institutions.” We are better than this. Our alumni should know that better than anyone. In a period where few investments are reliable, their Muhlenberg degree has continued to appreciate in value along with the growing reputation of the College.

Muhlenberg alumni may not include scads of venture capitalists, hedge-fund managers, corporate CEOs and Wall Street tycoons (though we have our share). But you do not need to be wealthy to support your alma mater’s annual fund. You just need to care, and you need to remember. This is something we need to work on. I hope that everyone reading this report will vow to do his or her part in the coming year. We can do better, and we must.

I mentioned a new strategic plan. What’s the future likely to hold for Muhlenberg? Well, even though the plan is not yet approved, I am willing to hazard a few guesses:

- For the next few years, we will invest capital in renovation, not new buildings. Our campus is a treasure that we must preserve and maintain. It is a treasure – but not particularly energy-efficient. We will invest in infrastructure projects with a direct payback in energy savings.
- We will expand the reach and effectiveness of our technology – extending wireless internet service from 40 percent to 100 percent of the campus, and testing video-conferencing facilities to build academic partnerships with Lehigh, Lafayette and other nearby institutions.
- We will focus our energy and attention on student development and student outcomes, coordinating programs in the residence halls and student activities, in academic advising and in career services to position Muhlenberg in the front ranks of liberal arts colleges whose graduates succeed in defining and achieving their post-baccalaureate ambitions.

“Muhlenberg will continue to thrive – if we all work together to build its future. I can’t think of a better investment.”

With respect and pride,

Peyton Randolph Helm, Ph.D., President
President’s Staff (l to r): John Ramsay, Ph.D., P’12, P ’14, provost; Kent Dyer, P’07, P’10, chief business officer and treasurer; Ken Butler, executive assistant to the president; Karen Green, vice president for student affairs and dean of students; Peyton Randolph Helm, Ph.D., president; Connie L. Harris, vice president, development and alumni relations; Michael Bruckner, vice president, public relations; Chris Hooker-Haring ’72, P’09, P’10, dean of admission and financial aid; Rev. Peter Bredlau, College chaplain

Location: New Campus Restaurant, Seegers Union
LEADING THE WAY

TRUSTEES
Arthur A. Altman ’53
Eric Berg ’78
Kim Bleimann ’71
John Blend ’68
Tammy L. Bormann ’83
Paul C. Brucker ’53
Richard Brueckner ’71, P’04, P’10
Board Chair
Claire S. Burkat
Linda Cenci ’75, P’05
Cecilia A. Conrad
Richard C. Cris ’77, P’05, P’09
Barbara F. Crossett ’63, P’82
Edward Davis ’60
Alan M. DeCherney ’63
Susan Ettelman Eisenhauer ’77
Lona M. Farr ’62, P’94
Stuart Freiman ’75
Gerald A. Galgano ’80, P’11, P’14
Marion E. Glick ’82
Julie Pfanziehl Hamre ’72
John M. Heffer P’96
Peyton R. Helm, President
Jeffrey S. Hoffman P’10
Sandra Schuyler Jaffee P’04
Wilma Kucharek
John D. “Jack” Ladley ’70
N. Danté LaRocca ’78
Melanie Mika Mason ’83
William D. Miers ’49
Beatrice O’Donnell P’10
Mark J. Paris ’80
Jeffrey R. Porphy ’89
Mitchell Possinger ’77, P’11
Richard P. Romeo ’79
John B. Rosenberg ’63
Arthur Scavone ’81
James A. Skidmore, Jr. ’54
Joan Triano ’81
Donna Bradley Tyson ’78
Karen White Wagoner ’71
Robert C. Wood
Samuel Zeiser

As of June 30, 2010

LIFE TRUSTEES
Dorothy H. Baker
H. Warren Dimmig ’42
Lawrence A. Greene, Jr.
Wayne R. Keck ’44, P’67
Thomas W. Mendham ’63, P’91
Donald T. Shire P’90
Harold Weiss ’52

ALUMNI BOARD
Gregory Adams ’05
Jeff Berdahl ’85
Edward “Ted” Bollard ’79
Kent Brustlin ’92
Linda Speidel Cenci ’75, P’05, P’12
Rudy Favocci ’79
Sherry L. Fazio ’99
Thomas G. Gasparetti ’03
Sharon Peifer Glehmann ’89
Sentry Leblanc Guss ’81
Elizabeth Hamilton ’06
Arthur Hill ’43 (deceased)
Richard Jacobs ’63
Michael Krouse ’84
Harry Lessig ’67, P’93, P’00, P’01, P’03
Jack McCallum ’71
Jen McKee ’02
Stefan Miller ’99
Carolyn Nurnberg ’00
Carl Oplinger ’58
Carol Ekizian Papazian ’79
Ted Reider ’94
Sue M. Rhoads-Procina ’03
Todd Rothman ’97
Randi E. Schweriner ’87
Jody Seligman ’04
Carole M. Silvoy ’91
Carol Taylor Winkie ’64

TRUSTEES EMERITI
Greg L. Butz
Greg Fox ’76
Bruce G. Kilroy ’71
John W. McConomy ’71, P’99
David Nowack ’67
Susan Kienzle Pobojy ’73
Joseph B. Scheller
Paul Silverman ’78
Paul Vikner ’71

BOARD OF OBSERVERS
Karen Hamm Antman ’70
Glenn Ault ’87
Frank Baldino, Jr. ’75
Richard H. Ben-Veniste ’64
Susan Ziegenfuss Benton ’86
Timothy Birch ’80
Sandra Smith Bodnyk ’73
Kathleen Curran Brown ’87
Lance R. Bruck ’89
Brad Cohen ’82
Jacqueline Tibbs Copeland ’69
John Dean ’78
William P. Douglass ’59
David J. M. Erskine ’68, P’03
Beth Adderley Evans ’92
Robert Goodliffe ’84
Alan Gubernick ’83
Wilson Gum ’61
Nancy Prentis Hoffman P’10
Nancy Hutton ’75
Carolyn Ikeda ’76
Hon. Jan R. Jurden ’85
David K. Kaugher ’66
Peter Keeler P’12, P’14
Jeffrey D. Koehler ’79
Carl A. Lam ’59, P’95
Melissa Morrow Legouri ’02
Linda L. Letcher ’81
Carey Marder ’68, P’06
Alfred McKeon ’85
John Oberle ’81, P’12
Lucy J. Puryear ’81
James Robbins ’52
Jill Roberts-Lewis P’11
Maria Rodale ’86
Brian Schulte ’80
Eric Shafer ’72
David Silber ’98
Mitchell Slater ’83, P’13
Matt Sorrentino ’70
Steven Starker ’87
Sarah Mueller Stegemoeller ’75
Harvey Stein ’57
Michael Stein ’73
Sam Stovall ’77
Mara Saperstein Weissmann ’82
Tara Zawarski ’76

2010 Lifetime Giving Society Dinner (left to right): Joan Triano ’81; Marion Glick ’82; Karen Green, dean of students; Brad Cohen, ’82; Rodwin Lowe, leadership gift officer
Parents Council
Robert P’13 and Lisa Alpert P’13
Gregg P’12 and Stacey Bacchieri P’12
Tashof Bernton P’11 and Sharon T. Boyd Bernton P’11
Steven R. P’13 and Marjorie L. Black P’13
Kevin Canavan P’10 and Beatrice O’Donnell P’10
William P’12 and Sharon Crist P’12
Gary S. P’10 and Barbara Davis P’10
Alfredo P’13 and Maryann Diaz P’13
Bruce W. DiStefano P’12 and Sarah Elmendorf P’12
Alan M. P’12 and Marjorie Dubov P’12
Ethan C. P’11 and Carol Eldon P’11
Steven A. P’13 and Sarah Epstein P’13
Jack H. P’13 and Jennifer Fainberg P’13
Rudolph A. ’79, P’12 and Sherin Favocci P’12
Mark Glassman P’11 and Wendy Jacobs P’11
Hunt C. Helm P’11 and Kay E. Stewart P’11
Peter D. P’07, P’09, P’11 and Janet B. Hershman P’07, P’09, P’11
Jeffrey S. P’10 and Nancy Prentis Hoffman P’10
Blake P’12 and Elizabeth Hornick P’12
David P’12 and Linda Jefferson P’12
Ann E. Juster P’12
Peter W. P’12, P’14 and Eileen Keeler P’12, P’14
Glenn R. P’02, P’10 and Amy Kessler P’02, P’10
Michael J. P’11 and Roseanne Koretsky P’11
Marc B. P’12 and Eleanor Kramer P’12
Marc Z. P’13 and Dinah Kramer P’13
Jeffrey A. P’12 and Alice C. Levy P’12
Michael E. Lewis P’11 and Jill Roberts-Lewis P’11
Barry P’13 and Ilene Lieberman P’13
Harvey Litt P’10 and Audri Durchslag-Litt P’10
Martin T. P’13 and Barbara M. Mayden P’13
Jay H. Oyer P’11 and Amy H. Factor-Oyer P’11
Debra A. Padawer P’13
Peter R. P’11 and Andrea Porrino P’11
Ira Stanley ’71 P’12 and Paula Porter P’12
Tristram H. P’13 and Victoria G. Pough P’13
William M. P’12 and Kim I. Pressman P’12

Parents Council
Thomas K. P’12 and Lisa M. Ritter P’12
Gilbert L. P’10 and Susan Rudolph P’10
Alex P’13 and Shari M. Salomon P’13
Mitchell J. ’83, P’13 and Pamela Slater P’13
Robert E. P’11 and Kimberly A. Weinberg P’11
Lawrence Wurzel P’11 and Elaine Gnessin P’11
Jonathan P’06, P’13 and Ellen Wynn P’06, P’13

Beatrice O’Donnell P’10 & Kevin Canavan P’10
Chairs, Muhlenberg College Parents Council
WESCOE AT 100

On January 15, 2010, alumni, students, staff and guests gathered in Seegers Union to launch Wescoe’s 100th Anniversary, celebrating a century of continuing adult education on the Muhlenberg campus. The Wescoe School began as a Saturday course for teachers at the College in January 1910. Dr. Priscilla Howard, director of teacher certification at The Wescoe School and chair of the anniversary committee, and her team planned the year-long celebration that will culminate with a Gala on January 15, 2011. This fall, the committee completed its creation of a commemorative book documenting 100 years of adult education at Muhlenberg College, placing it in the historical context of education in the United States.

The centennial celebration includes special courses on adult learning, national speakers and phonathons to help raise money for adult scholarships. In June, Wescoe hosted the 4th Annual Lehigh Valley Association of Independent Colleges Conference on Serving Adult Learners and, later that month, enjoyed a special night with the Lehigh Valley Iron Pigs at Coca-Cola Park where President Helm threw out a first pitch. Dr. Barry Scheckley, one of the foremost presenters on research in adult learning, spoke on campus in September.

Scholarship

The Dr. Samuel M. Laposata Scholarship was created in 2005 to offer Wescoe students opportunities to achieve their goals and overcome obstacles that may stand in the way of getting their degrees. An endowed scholarship to be awarded...
August 2009

- Associate Professor of Physics Brett Fadem secures NSF grant to strengthen student research opportunities in nuclear physics.
- Princeton Review ranks Muhlenberg’s theatre & dance program number four in the nation.

To reduce the use of bottled water, incoming members of the Class of 2013 are issued reusable Muhlenberg water bottles with expanded hydration locations for filtered tap water.

Veteran Outreach
The GI Bill, revamped last year into the Post 9/11 GI Bill, provides 100 percent tuition coverage to veterans who have served 36 cumulative months and wish to pursue post-secondary education when they return from active duty. Associate Dean Joe Kornfeind leads the effort to promote the Yellow Ribbon Program at The Wescoe School, reaching out to veterans to help them understand what education benefits they may be entitled to collect. The Wescoe School currently has 16 veterans enrolled.

Teacher Certification
The teacher certification program through The Wescoe School continues to grow and attract adult students from many walks of life. Despite the downturn in the economy where workers have experienced layoffs, many of our students have found this to be an opportunity to finally follow their dreams of teaching through the use of federal programs for retraining. The Wescoe School is a place where they can make that dream a reality. These individuals join those in the program who are voluntarily leaving the workforce and those who can make use of the GI Bill who want to make a contribution and become teachers. We are delighted to have such a diverse and dedicated group of students. As a key program historically, the first “Saturday School for Teachers” at Muhlenberg was held on October 15, 1909 with twenty students enrolled. In 1915 the first formal summer school was established with the main objective to serve the needs of public school teachers. In 1922-1923 Muhlenberg enrolled 1,774 teacher extension students, more than any other college, university or normal school in the state when Muhlenberg’s regular college enrollment was just 317.

Accelerated Degree
The Accelerated Degree Program (ADP) makes it possible for adults who have completed two years of college to finish their bachelor’s degree in less than two years. The program is based on experiential learning, where knowledge gained in the classroom is combined with hands-on project experience. Working in cohorts, student teams tackle specific projects needed by for-profit or nonprofit organizations. Recent capstone projects included a training program for new managers at the Good Shepherd Rehabilitation Network, a promotion for the Rodale Room at Allentown Symphony Hall and a campaign for the Arthritis Foundation. The formula that The Wescoe School has developed for the ADP has proven to be an excellent educational format, with a 93 percent retention rate of students from spring 2005 to fall 2009.

Corporate Outreach
The Wescoe School’s off-campus learning programs connect classroom education with local employers and organizations. Businesses can customize courses based on their changing needs, giving students valuable, relevant experience and skills. The Campus to Conference Room program offers no-cost workshops in over 20 topics to businesses either on campus or on-site to facilitate continued adult training in the workplace. Participants in the program include Aetna Insurance; Air Products and Chemicals, Inc.; Cigna Insurance; Crayola; Fisher Clinical Services; and TD Bank, among others.
These are worrisome times at colleges and universities across the United States. Budgets are being cut. Faculty and staff are being downsized. Families are faced with the dilemma of taking on more debt or asking their children to forego the pursuit of a college degree.

At Muhlenberg, faculty and students continue their collaborative ways, turning hardship into opportunities for achievement and growth. Muhlenberg faculty and students are beating the odds, squeezing academic value out of each educational dollar. And they are doing so across campus – in every available academic venue.

It was an exciting year in the co-curricular life of the College. The multiple and overlapping intellectual communities at Muhlenberg are places of intense intellectual energy with an enormous appetite for big questions and provocative answers.

**GLOBAL OUTREACH**

Faculty members incorporate interdisciplinary dimensions to their teaching, research and advising by participating in international studies designed to offer in-depth encounters with the people, places and issues that shape our world. Muhlenberg faculty members compete internally for funding to participate in seminars with foreign scholars. This year, the Office of Global Education sponsored two faculty members’ participation in the CIEE International Faculty Development Seminars abroad and two short-term summer study trips:

- **Dr. Lanethea Mathews**, associate professor of political science, traveled to Jordan to participate in the seminar entitled “Middle Eastern Women: Tradition, Development and Change.” Her participation will assist her in the development of a new political science and women’s studies course to promote students’ interest in study abroad programs in Arabic nations in the Middle East.

- **Dr. James Peck**, associate professor and chair of the department of theatre and dance, traveled to the African nation of Ghana to participate in the “Challenges of a Developing Nation” seminar to examine issues of economic, political and cultural development there. His experience will enhance three courses in the theatre department and in African American studies.

- **Dr. Rich Niesenbaum**, professor of biology, and **Joseph Elliott**, professor and department chair, art, traveled to Costa Rica with art and science students. They had an exhibit in the Martin Art Gallery, highlighting the experience.

- **Dr. Brian Mello**, assistant professor of political science, and **Dr. Mark Stein**, associate professor of history, traveled to Turkey with students. After a semester of classroom work, the group engaged in intensive community-based activities in Turkey.

**Scholarship of the Highest Order**

Academic excellence starts with high expectations at Muhlenberg. The Dana Scholars, RJ Fellows and Muhlenberg Scholars programs recognize outstanding students and invite them to take their learning to the next level, with a passion for leadership and the ability to apply research to create meaningful change. Students complete a capstone experience within each program and often go on to further their education at leading graduate programs. Here’s just a sample of what the 2010 graduates are doing: **Dana Scholars Ian Dworkin ’10 and Trisha Kadakia ’10 were accepted into medical school; Chris Alvaro ’10 moved on to begin his Ph.D. program in molecular and cellular biology at UC Berkeley; and Sarah Illing ’10 and Matt Balaban ’10 were awarded the Fulbright ETA scholarships to Colombia and Bangladesh, respectively.**

**AUGUST 2009**

- Muhlenberg’s Pandemic Response Team continues campus preparations for anticipated swine flu outbreak.
- At Opening Convocation the Espi Guinto Young Writer’s Award is presented to Anna Whiston ’12, and the Spira Teaching Award to Psychology Professor and Department Chair Laura Edelman.

**SEPTEMBER 2009**

- After a summer of raucous “town hall meetings” about health care reform, Muhlenberg hosts a “town hall debate” between U.S. Senate candidates Joe Sestak (D) and Pat Toomey (R). Civility reigns.
- Thanks to the fast work of new media specialist Bill Keller, friends can now follow Muhlenberg on Twitter and Facebook.
- Work begins on the renovation of the former TKE House as Rehearsal House. Steel rises for the Seegers addition.
**Trexler Library**

With over 310,000 volumes and 29,000 print and electronic journals, Trexler Library serves Muhlenberg students, faculty and staff and reaches out to the greater community through a variety of programs and lending agreements.

Over the past three years, the library has more than doubled its outreach to the sciences, reaching over 500 science teachers per year, through an increase in library instruction, one-on-one student consultations and embedded librarian techniques in upper level science courses.

Trexler Library is a designated “We the People” library due to its Special Collections including The Pennsylvania German Collection, The Muhlenberg College Collection, The Abram Samuels Sheet Music Collection, The Ray R. Brennen Map Collection, Paul McHale Congressional Papers, Robert C. Horn Papyri Collection, the Muhlenberg Digital Repository and the Sam Stovall Collection. The library is also a designated federal repository and receives 30 percent of all documents published by the federal government. The College's librarians are involved in information literacy efforts taking place across the campus including work with Middle States, curriculum review and the president’s strategic initiatives.

This year, the library hosted the annual Pennsylvania Library Association meeting, bringing 150 librarians from across the state to campus for a full day of workshops and activities promoting information literacy.

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**Sustainability on Campus**

Innovative sustainability efforts landed the College a spot in the latest edition of the Princeton Review's Guide to 286 Green Colleges. The College hired a new sustainability coordinator, Kalyna Procyk, who works closely with the Campus Greening Committee, plant operations, students in the sustainability studies minor and environmental groups to ensure that Muhlenberg is moving toward being ever greener and more efficient on campus. The inaugural year of the sustainability studies minor introduced new courses, including Local Sustainability, a class that focuses on greening issues in the City of Allentown. One of the off-campus MILE houses was designated the Sustainability House, where students experimented with a variety of techniques for energy and waste reduction. Other projects included planting a community garden, a faculty-staff greening challenge, a large Green Fair to celebrate Earth Day’s 40th anniversary and implementation of more filtered water stations in buildings and dorms across campus.

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**October 2009**

- Muhlenberg's Center for Ethics kicks off an interdisciplinary exploration of “Ethics of Space / Power of Place” as participants grapple with such questions as “How is space organized? Which spaces are accessible or inaccessible and to whom?”
- Students receive 450 doses of H1N1 vaccine in three hours at the Health Center; hand sanitizers, antiseptic wipes and other precautionary items are distributed on campus.
- Sushi added to General’s Quarters menu.

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“Dr. John Ramsay P ’12, P’14 Provost

The Muhlenberg community has a distinctive edge to it: an enormous appetite for big questions and provocative answers.”
“The end of an academic year is cause for reflection. How do four years pass so quickly? It seems like yesterday that we celebrated the arrival of the class of 2010; this class and I began the journey at Muhlenberg together. On May 23, I watched them walk across the stage to receive their diplomas and begin yet another journey to life beyond the Red Doors as the newest members of the alumni association.”

Karen Green
Vice President of Student Affairs
Dean of Students

Orientation to Graduation

The Class of 2013 arrived on campus greeted by over 100 student advisors and fraternity and sorority volunteers to help them move into residence halls.

From move-in day to Commencement, the division of student affairs nurtures students through all areas of their campus life and prepares them for the transition into the real world. Our mission statement embodies the preparation and character building that “engages students in the development of personal values, characteristics and abilities that prepare them to be contributing members of their communities” in spite of any and all odds they may face today or in the future.

Student Orientation

Orientation is a year-long process, beginning with June Advising and culminating in the end of the first academic year at Muhlenberg. Dr. Carol Shiner Wilson, dean of the College for academic life, and Chris Jachimowicz, director of leadership programs, run Orientation Weekend, during which special emphasis is placed on activities to build community and promote the transition to life as a college student. Muhlenberg connects the student experience from orientation to commencement with bookend events like Opening Convocation, anticipating the Commencement ceremony four years later, and candle lighting ceremonies during Orientation and at the end of senior year. This year, the orientation program introduced a “First Lecture” given by Dr. Kate Richmond, assistant professor of psychology, serving as counterpart to the “Last Lecture” given to the senior class. Theatre Professor Troy Dwyer leads the Sedehi Diversity Project performance for each Orientation, educating students on the importance of diversity for a healthy community. All of these activities develop a learning environment that balances challenge and support to give every first-year student the chance to succeed throughout the next four years.

Greek Life

Two years ago a college survey of first-year students suggested that interest in Greek Life was waning. Alumni members of Greek letter organizations expressed

October 2009
- The last steel beam in the Seegers expansion – painted red and autographed by hundreds of students, faculty and staff – is hoisted into place during the trustee meeting on October 31, to the strains of Bruce Springsteen’s “The Rising.”

November 2009
- Muhlenberg’s Institute for Jewish-Christian Understanding (IJCU) celebrates its 20th Anniversary.
- Muhlenberg ranks #49 in Kiplinger’s best values in higher education – the third straight ranking in the top 50 nationally.
- The Jesus Justice Jazz concert brings 400 Lutheran high school students and advisors from around the region to Memorial Hall and raises $3,000 for world hunger and more than 600 pounds of food for local food pantries.

December 2009
- Five firms invited to submit proposals for Muhlenberg’s Dining Service Contract.
International programming in six languages – including French, German, Hebrew, Italian, Russian and Spanish – becomes available via TVs and computers in Ettinger Hall.

President’s Planning Group (PPG) publishes interim report, identifies strategic goals and solicits initiatives from the Muhlenberg community.

Every single member of Plant Operations Mechanical Trades group contributes to Muhlenberg’s Talents Campaign – a total of almost $1,000 designated for need-based financial aid. More than 63 percent of faculty and staff make contributions.

Connecting to the World
Muhlenberg students come together to support global issues and causes. In January 2010, the 7.0 magnitude earthquake that shook Haiti united students to form Students Organized to Stand with Haiti (SOS Haiti), raising $2,346.24 to aid the relief effort through dorm-storming, a carnival and benefit concert. Another campus-wide effort is the annual Relay for Life at Muhlenberg, organized by Colleges Against Cancer. With over 450 participants this year, the event raised $43,623.10 for the American Cancer Society.

Weekends at Muhlenberg
In addition to the variety of on-campus activities offered at Muhlenberg on weekends, students can take advantage of the many Allentown attractions and activities in the surrounding community. Muhlenberg offers a shuttle service to transport students to various locales around the Allentown area, including restaurants, malls and retail centers.

Living in & Around Campus

- In fraternities & sororities 5%
- Commuters 1%
- Living off-campus 7%
- Leased & MILE properties (includes the Village) 20%
- Residence halls 67%
- In campuses & sororities 5%

Student Health Services
During 2009-2010, there was an increase in utilization of the College’s health center, with over 11,000 clinical visits and other services rendered. On June 11, 2009, the World Health Organization signaled that a pandemic of H1N1, known as “swine flu,” was underway. Brynnmarie Dorsey, director of the health center, led an Influenza Response Team in developing and implementing an H1N1 plan on campus, a comprehensive plan modeled by other local colleges. Dorsey was recognized publicly for her service this spring during Honors Convocation, receiving the Chairman’s Award for her care and concern for the Muhlenberg family during what could have been a major health epidemic.

In collaboration with other departments, student health services also successfully implemented two new health education and wellness campaigns: a hand washing/hand hygiene campaign during fall 2009 and the Highmark Blue Cross “10 in 10” effort, encouraging employees to lose ten pounds in ten weeks through nutrition and fitness programs.

Senior Year Experience
Reflection, Integration, Transition

The Senior Year Experience coordinates opportunities for students to reflect upon their education in ways that will build lifelong learners, awareness of themselves, and the worlds around them. Directed by Julie Ambrose, the unique feature is “Reality MC,” a three-day event prior to the start of the spring semester that helps students focus on reflection and the transition to life after graduation. Participation in this workshop grew by 50 percent this year and included sessions on finding an apartment, understanding finances, budgeting, insurance and benefits.

New this year, the workshop “Women Charting Their Own Course: Negotiating the Transition from College,” offered in partnership with professors Gail Eisenberg and Dr. Sam Laposata, raised female students’ awareness and ability to positively impact their careers through negotiation and effective communication.

Professor Charles Anderson delivered the Class of 2010 Last Lecture entitled, “Things to Do Between Six Feet Tall and Six Feet Under.” Drawing on his experiences that led him to Muhlenberg, he challenged graduating students to assess their own place in the world and be deliberate about the lives they make for themselves.
LIFTING SPIRITS

A person who has survived a serious illness or injury, or the team that has triumphed unexpectedly, or the professional gambler who hits big, are examples of events that look miraculous, but each involves careful study, planning and action that lead to success. I propose that religious life at Muhlenberg follows the same model to “beat the odds.”

I’m more impressed by how they live and work together. In a time when religions can be divisive and confrontational, the Muhlenberg religious community finds a way to beat those odds and live harmoniously. Students have an attitude of engagement over estrangement.

We have five professionals dedicated to student service. Muhlenberg is beating the odds of a national trend to reduce professional staff and is ensuring that chaplain coverage is available all year. When students come to college, they bring all of their lives with them. Chaplains are a visible sign that Muhlenberg recognizes everyone as a whole person.

You can see the fingerprints of religious life in many college committees, documents and planning processes. Recognizing the needs of our Hillel, the current Hillel house is being expanded, designed to beat the odds that say religious people can’t live, or eat, together. In the new Student Union, a kosher food option is available to all students, providing an opportunity for all students to learn about the kosher process, the food, and to have an additional food choice that might be new to their experience. Few colleges would take this step. Muhlenberg has.

These things are not risks or chance, blindly hoping for a miracle to beat the odds. Rather, like the best patients, athletes and gamblers, these decisions are based on study and research that reduce risk and chance as much as possible, and turn the odds decidedly in our favor. Where does all of that come from? Our heritage and church relationship.

The constant in Muhlenberg religious life has been the church relationship since the founding of the College. Many believe that church relationship in American colleges has outlived its usefulness and may hold a college back from greatness. Not at Muhlenberg. It is the Lutheran heritage that grounds our commitment to the liberal arts, to co-education and to educating a person to understand their vocation as a call to service. It is our present relationship to the Lutheran church that demands our openness to all religious backgrounds and to be generous with one another.

With all of this supporting us, religious life is no gamble at all.

Reverend Peter S. Bredlau
College Chaplain

“Some are impressed by the different religions represented here. I’m more impressed by how they live and work together. In a time when religions can be divisive and confrontational, the Muhlenberg religious community finds a way to beat those odds and live harmoniously. Students have an attitude of engagement over estrangement.”
The Office of Community Service & Civic Engagement strives to encourage Muhlenberg students to see Allentown as their home: to view members of all communities as their neighbor. With over 1,250 students engaged during the 2009-2010 school year and a total of 30,000 hours recorded, student commitment to community engagement is clear.

There were 21 service learning courses this year with 17 faculty teaching the classes. Three hundred eighty-eight students were involved in those classes, representing 16.5 percent of the student body. Students raised over $105,000 this year for partner organizations locally, nationally and internationally.

Service learning courses engage Muhlenberg students directly with the Allentown School District (ASD). Although Muhlenberg students reach out to many Allentown schools, they have a special relationship with Jefferson Elementary School. Current examples of programs there include Field Day, Golden Stallion visits, arts & crafts, Dream to Read, FunFest and Project Citizen.

Beyond ASD, Muhlenberg faculty and staff volunteer at a host of local organizations including, but certainly not limited to, the YMCA, Civic Theatre, Community Bike Works, the Jewish Community Center and the Sixth Street Shelter.

Two new programs, the Civic Fellows and Summer Service Fellows, allow student participants to work throughout the year with various organizations in Allentown on a range of different issues – healthcare, education, housing access and the environment.

It is the engagement of students, faculty and staff that earned Muhlenberg College the Joseph S. Daddona Good Neighbor Award from the Greater Lehigh Valley Chamber of Commerce, the 2009 President’s Honor Roll with Distinction for Higher Education Community Service and The American Red Cross of the Lehigh Valley Good Neighbor Award.
**Social Sciences**

**Inquiring Minds**

- The department of media & communication welcomed its first digital media artist in residence, Steven Goodman, founder of the Educational Video Center in New York City.

- Evan McLaughlin ’10 and Amanda Palmer ’11 traveled with professor Cathy Marie Ouellette, department of history, to present papers at the national meeting of the Phi Alpha Theta history honor society in San Diego.

- Students Organized to Stand with Haiti raised money for Partners in Health to assist in the Haiti relief effort.

- Muhlenberg hosted the Seventh Annual LVAIC Social Research Social Justice Conference.

- Thirty-six students assisted with filing 541 tax returns for Allentown residents from low-income households.

- The media & communication class hosted a “15 Below 15th” event at Allentown Brew Works to promote center city Allentown restaurants.

- The Healthy Youth Peer Education Program (HYPE), a partnership between the department of media & communication and Lehigh Valley Health Network, received a grant from Allentown Weed and Seed to support its work with high school students.

- History major Patrick Scheid ’11 was awarded a summer research grant to document British General John Burgoyne’s reputation in the wake of the Battle of Saratoga.

**Other Academic Highlights**

- Dr. Christopher Kovats-Bernat ’93, associate professor, anthropology (above left), traveled to Haiti in March 2010 to work with the Haitian relief group Sow A Seed – a child advocacy organization that shifted its efforts to the provision of humanitarian aid following the magnitude-7 earthquake that struck Haiti in January, killing close to 300,000 people. Working in collaboration with the US Army’s 82nd Airborne Division (which provided Sow A Seed with security and transport), Chris’ team traveled to slums throughout the capital and to isolated villages along 80 miles of the quake’s fault line to bring food, water, medicine and tents to areas that had been cut-off from the relief supply chain in the wake of the disaster.

- Chris has been conducting anthropological fieldwork in Haiti for the past 16 years, where he has studied political violence, street childhood, and most recently, Voudou. His first book, *Sleeping Rough in Port-au-Prince: An Ethnography of Street Children and Violence in Haiti*, was published in 2006. Chris is currently at work on his second book, a study of childhood and Voudou in the Haitian countryside.

- On the home front, Muhlenberg College’s department of accounting, business and economics (ABE) strives to develop knowledgeable, independent thinkers who are passionate about a life of learning and prepared for rewarding careers.

- Eighteen professors covering four majors are dedicated to this mission. Historically, 90 percent of ABE majors enter professional careers or attend graduate school within six months of graduation. During these troubling economic times, the faculty utilizes a philosophy that combines real world experience with academic adaptability.

- Seventy-seven percent of ABE seniors report having had an internship while enlisted in the major. Two-thirds of these students have two or more internships. Real world experience comes in the form of service learning classes and volunteer work in collaboration with the Office of Community Service and Civic Engagement.

- Dr. Roland Kushner, assistant professor, ABE, teaching management, a core course.
Investigating Life Matters

with the DaVinci Science Center to develop science and math content workshops for Allentown School District middle school teachers, funded by the Pennsylvania Department of Education. Physics professors Dr. Brett Fadem and Dr. Judith E. Parker taught a physical science workshop during the summer.

- Dr. Linda McGuire appointed new chair of the mathematics and computer science department.

- Dr. Bruce Wightman, associate professor of biology, awarded a $375,000 National Science Foundation (NSF) grant in March 2010 to fund genome research.

- Dr. Marten J. Edwards, associate professor of biology, awarded a Ruth Kirschstein Senior Fellowship from the National Institutes of Health for sabbatical research on juvenile hormone synthesis in Yellow Fever mosquitoes.

- A new student lounge in Trumbower Hall opened when math club president Sarah Hoenigmann ’10 cut the ceremonial ribbon.

- The College received a $225,000 grant from the Dav-enport Foundation for a new Microwave Enhanced Synthesis Center in the Peter S. Trumbower Science Building.

- Peter G. Saenger received a Technical Assistance Grant (TAG) from the Pennsylvania Historical and Museum Commission to provide consultation by an archivist and a natural history museum manager to The Acopian Center for Ornithology.

- Muhlenberg breaks ground on a new expansion and renovation of its Hillel building with new academic facilities for sociology and anthropology.

“Many students continue to be attracted to the strong science programs at Muhlenberg, and the addition of interdisciplinary programs strengthens our work in traditional science?”

Highlights

- Thirty-six biology, chemistry, math and physics students worked with faculty on summer research projects, supported by the College; generous alumni; the Vaughan, Stehly and Raub Account Funds; Merck/AAAS; the National Science Foundation (NSF); the Sentience Foundation; REBCS; and Johnson & Johnson.

- Dr. Mary Constant Byrne worked with the DaVinci Science Center to develop science and math content workshops for Allentown School District middle school teachers, funded by the Pennsylvania Department of Education. Physics professors Dr. Brett Fadem and Dr. Judith E. Parker taught a physical science workshop during the summer.

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Recognition & Awards

KUDOS

Honorary Doctorate Degrees
At Commencement on May 23, 2010, President Helm presented honorary doctorates to three recipients (left to right): Dr. Stephen D. Brookfield, a specialist in adult education; Kathryn S. Fuller, the former president of the World Wildlife Fund; and Dr. Ronald F. Levant, a specialist in gender and family psychology.

Faculty Awards
Lindback Award for Distinguished Teaching – Dr. Elizabeth McCain, chemistry
Paul C. Empie Memorial Award – Dr. Jeremy Teissère, biology and neuroscience
Robert C. Williams Faculty Award – Dr. Jefferson Pooley, media and communication
Fulbright – Nehru Grant (Kerala, India) Dr. Clifton Kussmaul, mathematics and computer science
Ruth & Joel Spira Award for Distinguished Teaching – Dr. Laura Edelman, psychology

Tenured
Dr. Brett Fadem, associate professor of physics
Dr. Amy Hark, associate professor of biology
Dr. Susan Kahlenberg ’93, associate professor of media and communication
Dr. Joseph Keane, associate professor of chemistry
Dr. Michael Huber, associate professor of mathematics
Dr. Michael London, associate professor of business

MAY 2010
• Seegers Union closes for major expansion.
• The College exceeds its enrollment target, with the most diverse and academically talented class in its history.
• Muhlenberg receives the Joseph S. Daddona – Good Neighbor Award for the College’s “many contributions and many years of service to the Allentown community” from the Greater Lehigh Valley Chamber of Commerce.

The class of 2010 – 575 strong – receives degrees at Commencement.
PROMOTIONS
Dr. Peter Pettit, associate professor of religion
Dr. Bruce Wightman, professor of biology

RECENT BOOKS BY FACULTY


JUNE 2010
- The Talents Entrusted to Our Care (TETOC) Campaign surpasses its $105 million goal, ending at $110.4M.
- Construction of Rehearsal House completed.
- Trustees meet to review and endorse first draft of the new strategic plan.

STUDENT ACCOMPLISHMENTS
Matthew Balaban ’10
Fulbright Scholar (Bangladesh)

Anne Cawley ’12
St. Andrew’s Society
McFarland Scholarship

Eirinn Disbrow ’10
Fulbright Scholar
(Finalist, United Kingdom)

David Gasalberti ’11
Barry M. Goldwater Scholarship

Jake Herb ’11
Barry M. Goldwater Scholarship

Rebecca Haverson ’10
Fulbright Scholar (Malaysia)

Sarah Illing ’10
Fulbright Scholar (Colombia)

Alyssa Lucadamo ’11
Rotary Finalist

John Santa Maria ’08
National Science Foundation
(Honorable Mention)

Erin Jo Tiedeken ’10
National Science Foundation and IRCSET Graduate Research Fellowship
(Trinity College, Dublin)
The Talents Entrusted to Our Care Campaign successfully met and exceeded its $105 million goal by June 30, 2010 with $110.4 million of contributions from alumni, parents and friends of Muhlenberg. This investment in students, faculty, facilities and programs will move the College further along its path to preeminence in liberal arts education.

More than 63 percent of Muhlenberg’s faculty and staff made gifts to support the Talents Campaign this year. Special thanks to the Faculty and Staff Campaign Committee led by Deb Kipp P’04, P’06, assistant vice president for corporate, foundation & government relations: (l to r) Laura L. Edelman, Ph.D., chair of the psychology department; Linda J. Stephen P’93, P’97, office manager for admission; Corey Goff, associate athletic director; Ellen G. Pothering ’89, P’07, controller; Jeffrey L. Demko P’09, grounds supervisor; Richard K. Begbie, former assistant director of plant operations; and Joyce A. Hittinger P’91, P’00, P’05, administrative assistant for corporate, foundation & government relations. Not pictured: Samuel M. Laposata, Ph.D., visiting professor of economics; Frank and Carroll Marino.
The Campaign for Muhlenberg College

Commitments to Date

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<th>Priority</th>
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(Left to right)
Campaign Co-Chair
Jeffrey R. Porphy ’89;
Campaign Co-Chair
Tammy L. Bormann ’83;
President Randy Helm;
Senior Campaign Chair
Thomas W. Mendham ’63, P’91;
Vice President for Development and Alumni Relations
Connie L. Harris;
Chairman of the Board
Richard F. Brueckner ’71, P’04, P’10;
and Development Committee Chair
Mark J. Paris ’80.
What a year! Despite some challenges on the economic front, Muhlenberg beat the odds – both meeting and exceeding the $105 million goal for The Talents Entrusted to Our Care Campaign. I’m very proud to report that the final tally is $110.4 million!

Gifts to The Muhlenberg Fund this year totaled $1,861,117. Though alumni participation was still down, the College is holding its own in annual contributions.

On behalf of the office of development and alumni relations, I wish to extend my deepest gratitude to Muhlenberg family and friends – your support of the largest, most ambitious campaign in the College’s history has changed the lives of thousands of students. Thank you.

**Campaign highlights 2009-2010**

- Franz “Frank” E. Marshall ’60 established a scholarship through an estate gift prior to his death in December 2007. A portion of his real estate holdings were left to Muhlenberg. So far, the gift from the sale of his real estate totals more than a quarter million dollars. “Frank was a great fraternity brother,” says Trustee Ed Davis ’60. “I’m sure he would be glad to know that his gift is making the Muhlenberg experience possible for students today.”

- Parents Council members Mitchell “Mitch” J. Slater ’83, P’13 and his wife, Pamela P’13 committed to a six-figure leadership gift to establish The Slater Family Scholarship. “I had a wonderful experience at ‘Berg,” says Mitch. “I’m happy to support the Talents Campaign, and I hope the College continues to thrive.”

- New trustee Linda M. Speidel Cenci ’75, P’06 and her husband, Victor P’06, made two leadership gifts to the campaign to general endowment for scholarship support and unrestricted support to The Muhlenberg Fund. The Cenci’s gift to The Muhlenberg Fund was matched 3-to-1 by IBM, Victor’s employer, and was used to purchase computer equipment for the College. “We have been making an annual gift to Muhlenberg for many years. When the campaign came along, we felt compelled to do more,” says Linda.

- The Sentience Foundation made two generous gifts to Muhlenberg to support undergraduate research in neuroscience and the College’s annual Brain Camp, a one-week summer experience for high school students. “The foundation gift allowed us to admit students who may not financially be able to attend a summer camp,” says Dr. Mary Constant Byrne, director of Brain Camp.

- William “Bill” J. Raines ’49 made a commitment to establish a scholarship in Jacy Good’s name. Jacy ’08 lost both of her parents and was severely injured on her way home from Commencement 2008.
when a truck swerved to avoid a teenager on a cell phone who had missed a stoplight. “Jacy is from my hometown (Lititz, Pa.) and when I heard her story, I wanted to do something to honor her name,” says Bill.

- Dr. Albert F. Lindenstruth ’42 established a legacy scholarship with a current and deferred gift. “When I look back over my career, I can see that the place that I got the most assistance was Muhlenberg,” says Dr. Lindenstruth. “Without that assistance, I never would have gone to college. That’s why I established the scholarship.”

- Longtime annual supporters of Muhlenberg at the HMMS level, College Chaplain Peter Bredlau and his wife, Joanna ’05, recently made a leadership commitment to the HMMS Scholars Program. “What we want most is for people to realize that you don’t have to be wealthy to do something positive and give someone else an opportunity,” says Peter.

- Angela Cenci ’05 made a first-time leadership gift to The Muhlenberg Fund and became a member of the Henry Melchior Muhlenberg Society (HMMS). “I knew as a student that I wanted to give back to Muhlenberg,” says Angela. “Even a small gift helps the College continue to attract top-notch individuals regardless of their financial background.”

- Richard “Doc” D. Williams, M.D., Class of 1939, formerly of Slatington, Pa., left the College $7.2 million in his estate to endow scholarships for students. This largest gift from an individual in Muhlenberg’s history has benefitted 35 students in the two years that scholarships have been awarded.

In total, over $7.5 million were given to Muhlenberg College this year. Credit for the success of the Talents Campaign is shared by many: Chairman of the Board Richard Brueckner ’71, P’04, P’10; President Randy Helm; Senior Campaign Chair (and former Development Committee Chair) Tom Mendham ’63, P’91; Development Committee Chair Mark Paris ’80; Campaign Co-Chairs Tammy Bormann ’83 and Jeff Porphy ’89, a dedicated board of trustees and board of observers; alumni volunteers from the Alumni Board to Reunion and Class Fund Chairs and regional club leaders; a top-notch faculty and staff; and a tireless development and alumni relations team. Many, many thanks to all those who helped bring the campaign home this year!

- Muhlenberg’s Lifetime Giving Society recognized 32 new members. In total, the College boasts 237 individual members of the Society, which recognizes cumulative lifetime giving of $100,000 or more.

- Three campaign regional events were held in Chicago, Washington D.C. and Boston and attended by 166 Muhlenberg alumni, parents and friends. Special thanks to Karl S. Bourdeau ’75 and Trustee Richard C. Crist, Jr. ’77, P’05, P’09, who served as hosts at the Washington and Chicago events, respectively.

- The alumni relations office hosted 44 events around the country and attracted more than 1,500 alumni. A new regional club was started in Central New Jersey, and a monthly e-newsletter titled “Alumni Insider” debuted in January.

- The College welcomed 25 new 2013 parents to the Parents Council, a community of parents who support the College through gifts to The Muhlenberg Fund and through service, advice and participation in Family Weekend and an annual spring meeting.

- Sara Imperiale ’10 and William Jake Floyd ’10 (left, below) received Future Alumni Leader Awards at the 2010 Alumni Achievement Awards Luncheon.
The Topping Off Ceremony, in which the final beam is placed, took root in Europe centuries ago. Historically, workers have fastened a small tree or branch to the final beam as a measure of thanks to the tree-dwelling spirits as a tribute and sign of gratitude for the lumber used in the construction.

The steel was placed in a prominent place in Parents Plaza and painted Muhlenberg red in anticipation of the ceremony. For the week preceding the event, students, faculty and staff were invited to sign their names on the final beam.

Students, faculty and staff then looked on as the final beam was lifted and secured into place to the tune of Bruce Springsteen’s “The Rising,” marking a pivotal step in the completion of the expanded Seegers Union.

Why is the Muhlenberg community beaming with pride? Despite the odds, the nucleus of student life, Seegers Union, underwent a successful expansion and opened its doors to students in fall 2010.

- The ’Berg Bookshop was expanded to offer a more efficient layout with additional floor space and display areas.
- The Student Life Suite, Club Project Rooms, Media Suite and Lounges are designed to support student activities.
- The dining experience now offers a truly new and unique culinary experience for the hungry Mule.
- For the student on the run, the clear choice is the Mule Express, a gift of the Student Government Association. Students who have more time can visit the Campus Restaurant, which features “platforms,” brand new programs that integrate local, fresh and organic ingredients whenever possible.
- Kosher meat and dairy options, under Star K certification, in addition to vegetarian, vegan and gluten-free menus are available every day.
- State-of-the-art kitchens with energy star-rated equipment reduce our carbon footprint. The dish room has a pulper and an extractor that consolidates trash from nine bags to one.
Overlooking Allentown’s picturesque Lake Muhlenberg, the new performing arts space known as the Rehearsal House provides additional spaces for the College’s flourishing theatre, music and dance departments. With 199 theatre and dance majors, there has been a 156 percent increase and a 132 percent increase in each major, respectively, over the past five years. The College’s music department has experienced a 165 percent increase in majors over the past five years as well.

For many students, majoring in other areas such as biology, business and psychology, the opportunity to study the arts is an important part of their liberal arts experience. The Rehearsal House provides a much-needed addition to the studios and facilities of the Baker Center for the Arts and the Trexler Pavilion for Theatre & Dance.

Formerly the Tau Kappa Epsilon fraternity house, a 10,000 square foot structure located on the western edge of the campus, this renovated facility includes 3,600 square feet of new practice and studio space for students along with faculty offices. Outside the building, an amphitheatre-style performance area cut out of the natural hillside provides an outside stage to any of the scores of student theatre, dance and music performances each year and creates a unique practice space to hone students’ skills. The $2.8 million project is offset with a $500,000 leadership gift from the Harry C. Trexler Trust and a $125,000 gift from the George I. Alden Trust, along with a number of other donations and naming opportunities through The Talents Entrusted to Our Care Campaign.

By using the frame and foundation of the former TKE fraternity house, the College saved almost $1 million as compared to all new construction.

The Rehearsal House includes:

- Electronic Music Studio
- Music Performance Studio
- 6 Music Faculty & Guest Artist Offices
- Benefactor’s Wall
- Acting and Directing Studio
- Rehearsal Studio
- 4 Theatre & Dance Offices
- Lounge

Dr. Diane Follet, associate professor of music, and Dr. Jane Flood, associate professor and physics department chair, combine their fields of expertise in the “Physics of Music” course.
On Excellence & Encores

One of James Peck’s favorite quotations comes from the great early twentieth-century Russian Theatre Director Vsevolod Meyerhold: “If everyone praises your production, almost certainly it is rubbish. If everyone abuses it, then perhaps there is something in it. But if some praise and others abuse, if you can split the audience in half, then for sure it is a good production.”

Dr. Peck is associate professor and the chair of Muhlenberg’s theatre and dance department, and while Meyerhold’s theatrical philosophy provides no roadmap for surefire commercial success, it does articulate a central tenet of Jim’s vision for the department. Do something innovative. Embrace a forceful point of view. Collaborate with someone who disagrees with you. Try something you don’t know how to do, something you fear might fail. Risk pushing some buttons.

“Not every play or concert we produce will be a big, big hit,” Jim says. “No one will like every performance they see on our stage, and if they do, we’re not making bold enough choices. That doesn’t mean every production needs to be ‘avant-garde,’ whatever that is. It means that, with every production, we should be reaching for the next rung.”

The theatre and dance department partnered with legendary Broadway composer and lyricist Charles Strouse and accomplished director and choreographer Barbara Siman to produce the world premiere of An American Tragedy in March 2010.

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This year, nationally recognized guest artists joined students and faculty to create a season alive with this sort of adventurous work in theatre and dance.

Legendary Broadway composer Charles Strouse and guest Director/Choreographer Barbara Siman joined Director of Theatre Charles Richter to create a brand new musical based on Theodore Dreiser’s An American Tragedy. Students served as actors and technicians through each step of the creative process from early workshops through curtain up.

Acclaimed flamenco dancer La Conja contributed choreography and gypsy spirit to Francine Roussel’s soul-searching production of Federico Garcia Lorca’s Blood Wedding.

Alberto Del Saz restaged Alwin Nikolais’s twentieth-century masterwork Crucible for Master Choreographers curated by Director of Dance Karen Dearborn. Also emerging from this concert, Associate Professor Charles O. Anderson’s Rite was chosen to perform at the Kennedy Center as part of the prestigious national meeting of the American College Dance Festival.

This year, our illustrious guest artists played an essential role in the artistic life of the department and their participation was made possible in substantial part by the Dexter F. and Dorothy H. Baker Foundation. For two decades, the Baker family has enabled our vision of a collaborative community in which professional artists can both create their art and nurture the next generation of artists. We are grateful for their support.

The season also featured an astonishing array of student-created work: five short plays by student playwrights – four of them student-directed – for the New Voices festival; more than 20 original student-choreographed mainstage dance pieces; and two student-directed one-act plays in the “New Visions” series, including senior Vanessa Lancellotti’s production of Vaclav Havel’s The Increased Difficulty of Concentration, selected for performance at the regional meeting of the American College Theatre Festival.

The department continues to garner national recognition for excellence. It remains among the top-ranked programs in the country in both theatre and dance – including a fourth consecutive top-seven ranking in The Princeton Review.

“I hope our students embrace the daring spirit of Meyerhold,” says Peck. “I want them to have the confidence and the breadth of experience to say, ‘I believe in the work I’m doing’ – be it on Broadway, in an experimental loft space, in the classroom, on or off stage, or in another field entirely. Our work is to send them off with something to say, and with the skills and the courage to say it.”
Students were very satisfied with the quality of the Career Center and used its services frequently. Seen this year was a 27 percent increase in overall contacts with students from the previous year (52 percent over the year before). Individual counseling appointments were up 18 percent over 2008-2009 and up 38 percent over 2007-2008. The number of students using the recruiting program, which fills internships and full-time positions, increased 36 percent since last year. One hundred seventeen Muhlenberg alumni interacted with the office through recruiting, presentations/panels and the shadow program. The successes of such programs led assistant director Alana Albus to present at national, state and regional conferences. Assistant Director Laura Garland ’03 passed the National Counselor Exam and is now a National Certified Counselor (NCC) through the National Board for Certified Counselors. She joins Director Cailin Pachter as the second staff member to receive this prestigious recognition.

"Feedback from students regarding the Career Center services and staff continues to be very positive."

Cailin Pachter, Director

Established 1970

Muhlenberg’s Institute of Public Opinion and its director, Christopher Borick, Ph.D., have continued to grow as a source of objective political research featured in many major news sources. The Institute’s work generates much publicity for the College. Through it all, Borick is called upon to comment on the results of opinion research. Here are just some of the major media outlets that the Institute has been featured in this year: Associated Press, CBS, Channel 69 News, Harrisburg Patriot-News, National Public Radio, Pittsburgh Post-Gazette, Pittsburgh Tribune Review, The Morning Call, The New Republic, The New York Times, The Philadelphia Inquirer and WHYY Public Radio. The Institute also serves as a research partner with HCD Research and The Morning Call.

“In order to meet the high standards of the American Association of Public Opinion Research (AAPOR), we carefully train all of our personnel in the methodology of quality scientific research.”

Dr. Christopher Borick, Director

Established 2001

Counseling Sessions

<table>
<thead>
<tr>
<th></th>
<th>Percentage agree(4) &amp; strongly agree(5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with the quality of service received.</td>
<td>100.0%</td>
</tr>
<tr>
<td>My counselor was knowledgeable.</td>
<td>98.5%</td>
</tr>
<tr>
<td>Overall, counseling was helpful to me.</td>
<td>98.5%</td>
</tr>
</tbody>
</table>

Likert Scale: Strongly Disagree (1) Disagree (2) Neutral (3) Agree (4) Strongly Agree (5)
Established 1994

Dr. Lanethea Mathews, Dr. Anne Esacove and Beth Halpern provided a rich and engaging set of speakers and activities for the theme, “Ethics of Space/Power of Place.” The program spanned 22 events and two semesters and included academic lectures, performances and art exhibits, films, interactive activities and walking tours in the local community.

Programming was grouped into three sub-themes. At the beginning of the year, programming focused on “boundaries,” including the invisible, the visible and the geo-political. The focus then shifted to “controlling space,” which challenged people to consider the differences and overlaps between public and private space, and physical and metaphorical space. The year ended with “space in bodies” which tackled issues of shared identity, constructing differences and the spaces between people.

“This year raised compelling questions about the ethical dimensions of ‘space,’ both literally and metaphorically, encouraging us to reflect on the ways in which we organize the spaces where we work, learn, live, interact and play.”

Dr. Lanethea Mathews, Director

Established 1989

More than 90 Muhlenberg students were involved in leading the semi-annual “Youth & Prejudice: Reducing Hatred” conference for middle school and high school students from the greater Lehigh Valley region. Commissioned from “Face Forward,” by Brendon Votipka ’09, to depict choices faced by adolescents in the Shoah or Holocaust, the play had its world premier at ’Berg and will be published in 2010. The popular First Friday luncheon seminar series was videotaped in its entirety and distributed worldwide on the Internet and through West Berks Comcast cable to 80,000 homes. In the national and international arena, the Institute continues to contribute to peace-making efforts in the Israeli-Palestinian conflict, to provide resources for young adult dialogue and education in interfaith understanding, and to offer expert consultation on topics such as the 2010 performance of the Oberammergau Passion Play in Bavaria.

“This year IJCU students have taken a stronger lead and more prominent place than ever in the Institute’s efforts to fight prejudice and promote interfaith understanding.”

Dr. Peter A. Pettit, Director

IJCU Student Accomplishments

Amanda Bernecker ’10, winner of the Jeanette Eichenwald Interfaith Award, headed to the Lutheran seminary in Philadelphia to pursue her dream of being a youth pastor.

Amanda Tompkins ’10, president of the Star-Crossed Students and the Lutheran Campus Ministry raised funds to support her year with the Lutheran Volunteer Corps in a village in South Africa.

Nick Minnich ’10 (right) was the media specialist intern for the spring and generated content for Facebook among other projects. Dr. Peter Pettit and Catherine Schwartz ’11 are seen with him.

Jenn Cohen ’10, marketing intern for the spring, created and marketed an interpretive brochure in conjunction with the decennial presentation of the famous play in Oberammergau, Germany.

Jordyn Barry ’12 and Melissa Berman ’09 participated in the Youth Leadership Council of the International Council of Christians and Jews. They were two of only three young people from the United States to be invited to Dublin for the annual conference.

For list of Center for Ethics speakers, please see Page 28
Fresh Perspectives

In true liberal arts fashion, Muhlenberg seeks speakers to inspire, challenge and broaden the horizon of students living in Allentown. Guests hold students accountable by requiring them to question the fundamental assumptions about life and encourage them to engage in scholarly discourse. Guests remind the audience that a touch of skepticism can be beneficial to challenge the status quo. Major themes during the 2009-2010 academic calendar were focused on continued political debate, deep ethical consideration of space and place and comedic and musical entertainment.

Key 2009-2010 Speakers & Guest Artists

Warren Allmon, director, Paleontological Research Institution, Cornell University
Ben Bailey, comedian, New York City
Richard Ben-Veniste ’64, author, “The Emperor’s New Clothes: Exposing the Truth from Watergate to 9/11”
Thomas Bender, professor, humanities and history, New York University
Mary Seton Corboy, chief farm hand, Greensgrow Farm, Philadelphia, Pa.
Eileen Fisher Inc. executives, women’s clothing company, New York
Mindy Thompson Fullilove, M.D., research psychiatrist, New York City
Steve Goodman, director, Educational Video Center, New York City
Gym Class Heroes, musical group
Keith Hampton, professor, communication, University of Pennsylvania
Paula Massood, professor, film studies and theater, University of California
Liz McCartney, relief effort worker, Louisiana
Harvey Molotch, professor, sociology & social and cultural analysis, New York University
Edmond Mooney and Jonny Farrow, co-presidents, New York Society for Acoustics Ecology
Jon Pahl, professor, history of Christianity, Lutheran Theological Seminary at Philadelphia

“Documentary film creates openings for dialogue and social justice. I think what it can do is defamiliarize the familiar.”

Ratings

- Theatre program #4 in the country: The Princeton Review
- One of 268 green colleges: The Princeton Review
- A best value college: Kiplinger’s
- Contributes to annual local economic impact totaling $127,383,712: The Association of Independent Colleges and Universities of Pennsylvania
- One of 15 higher ed institutions to join the Bringing Theory to Practice (BTtoP) National Leadership Coalition, committed to liberal arts education excellence.

“Documentary film creates openings for dialogue and social justice. I think what it can do is defamiliarize the familiar.”

Steve Goodman
Director, Educational Video Center
New York City

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Steve Goodman
Director, Educational Video Center
New York City
An expression often used in the PR world is “above the fold.” In print, news that truly matters occupies this space. The Muhlenberg community generated a significant amount of national news during a period when space in publications was at a premium.

**Traditional Media Highlights**

- Dr. Chris Kovats-Bernat ’93, associate professor, anthropology, visited Haiti before and after the earthquake: The Morning Call, Orlando Sentinel, BBC, Associated Press and The Chronicle of Higher Education.

- The brother of housekeeper Mark Bain was imprisoned for 35 years before DNA evidence helped to clear him of the crime: The Morning Call, Channel 69, and Channels 6 and 29 in Philadelphia.

- President Helm wrote about three major construction projects in the face of a difficult economy: University Business. A feature was also published on the Seegers expansion: The Chronicle of Higher Education.

- Dr. Chris Borick, associate professor, political science, continued to gain national coverage with political polls.

- Dr. Peter Pettit assistant professor, religion studies, submitted a letter to editor about the Middle East and it was published: The New York Times.

- The Theory and Art of Magic program was published: Magic magazine.

- Dr. Ed Bonekemper ’64, PT lecturer history, offered remarks on the Civil War: The Washington Post.

- The College was mentioned in regards to its SAT optional policy: The Washington Post. Chris Hooker-Haring, dean of admissions, was also quoted: The New York Times.

- Ornithology research by Dr. Dan Klem, professor biology, was cited: The Montreal Gazette, Chicago Tribune, Minneapolis Star Tribune, The Toronto Star and The Philadelphia Inquirer.

- A group of alums received rave reviews for the children's production of “Harold and the Purple Crayon”: The Philadelphia Inquirer.

- Charles Richter, professor, and the theatre and dance department were featured: Stage Directions magazine.

**TV and Radio Highlights**

- Featured on Oprah! was Jacy Good ’08, who advocated the ban of cell phone usage while driving.

- Fox News set up a college outpost during the Senate debate between Pat Toomey (R-PA) and Representative Joe Sestak (D-PA).

- On the Howard Stern Show, Senator Arlen Specter mentioned the College.

- ABC filmed a 20/20 segment on police training on campus.

On September 2, 2009 Pat Toomey (R-PA) and Representative Joe Sestak (D-PA) held a town hall meeting.

**Digital Media Highlights**

- 1 brand new website with inspiring stories
- 50+ Mule Organizations on Facebook
- 650+ Mule Twitter followers
- 2,800+ Mule Facebook fans

“The College continues to garner excellent local, regional and national publicity. Our faculty are constantly sought after for their expertise.”

Michael S. Bruckner
Vice President
Public Relations
While several Mule sports teams had a transition year during 2009-2010, individual stars raced to the top of their sports, setting new records and earning national recognition.

Three teams – women’s basketball, women’s soccer and men’s soccer – won the Centennial Conference regular-season championship and the right to host the playoffs. Although none won the playoffs, women’s basketball and women’s soccer earned at-large bids to the NCAA Division III Tournament, a first for each team.

Women’s basketball racked up another successful season of 20 or more wins for the third straight year, and women’s soccer clinched a remarkable 9-1 run in the Centennial Conference. For the first time in eight years, the volleyball team also qualified for the Centennial Conference playoffs. Cody Antonini ’12 earned first team All-American honors in men’s soccer.

Women’s track and field shattered 13 school records this year. Among them, Jennifer Lynch ’10 won the 1,500 meters in 4:33.30 at the College of New Jersey Last Chance Meet, improving the school record by almost two full seconds. At the Centennial Conference Championships, Alex Faust ’10 broke her own school record in the 200, clocking 25.55 to knock three-tenths of a second off the mark she set earlier in the season, and, despite finishing only fourth, the 4x800 relay team of Kimberlee Yalango ’12 and Nicolette Miller ’12, Erica Bash ’13 and Jennifer Lynch ’10 beat the school record set two years ago by nearly 15 seconds.

Volleyball and baseball also achieved new records. Christina Cangelosi ’10 of the women’s volleyball team broke the school record for digs in a career, finishing with 1,394 career digs.

Joe DiCecilia ’11 of the baseball team broke the school record for hits in a season (61), set the second-longest hitting streak in Mule history – 16 games, just one shy of the record – and posted the program’s first recorded cycle since 1954.

Mulestones
- Alex Faust ’10 graduated as one of the most accomplished female athletes in school history, earning All-America honors for the third time in the pole vault. At the Centennial Conference Championships, she was named Most Outstanding Performer for field events at both meets. She was also the first Mule athlete to win an event all four years both indoors and outdoors.

Two-sport star Phil Cresta ’10 became the baseball team’s all-time leader in wins in his last start and finished his football career third in receptions and receiving yards overall.
Cross country, track and field runner Bobby Torphy ’11 was selected to the ESPN the Magazine Academic All-America team for the second year in a row, becoming the 19th first-team Academic All-American in Muhlenberg history. Torphy qualified for the NCAA Championships in both cross country and indoor track and field.

For the second year in a row, Amanda McGovern ’10 of the women’s lacrosse team was named to the All-Metro Region second team, as selected by the Intercollegiate Women’s Lacrosse Coaches Association. She finished her career second in school history in points and in the top five in goals, assists, hat tricks and draw controls.

Spencer Liddic ’12 of the men’s basketball team was a unanimous selection to the All-Centennial Conference first team, the first Mule sophomore to make the All-CC first team since Mark Lesko in 2001.

Defensive lineman Jake Floyd ’10 of the football team was selected to the ESPN the Magazine Academic All-America College Division first team, as selected by the College Sports Information Directors of America.

Seven members of the football team were named All-Centennial Conference: Phil Cresta ’10, Frank Emmett ’10 and Patrick McDonough ’11 were first-team selections; Jason LoPipero ’11 was named to the second team; Jake Floyd ’10, Andy Curley ’11 and Chase Nadell ’12 received honorable mention.

Kelly McKeon ’11 of the women’s basketball team was voted Centennial Conference player of the year and Lehigh Valley Small College Basketball co-player of the year. Alexandra Chili ’12 was also named to the All-CC first team.

Six members of the women’s soccer team earned All-Centennial Conference honors, the highest total since 2001: Kasey Hacker ’10 was selected to the first team for the second year in a row; Christina O’Grady ’10, Meghan O’Grady ’12, Nicolette Miller ’12 and Maggie Neary ’13 were named to the second team; and goalkeeper Michele Toher ’12 received honorable mention.

Softball player Ashley Brewer ’12 was named Centennial Conference player of the year, selected to the ESPN the Magazine Academic All-District team and named to the Louisville Slugger All-East Region second team at second base by the National Fastpitch Coaches Association.

Two volleyball players were named to the All-Conference team: Christina Cangelosi ’10 was selected as the libero on the first team, and Phylicia Lee ’10 received honorable mention for the second year in a row.

Four members of the Muhlenberg men’s soccer team were named to the National Soccer Coaches Association of America All-Mid Atlantic region team, the most in school history: Jason Daniels ’11, Samuel Hayden ’10, Eric Miller ’10 and Cody Antonini ’12, who was also selected to the All-America first team and named Centennial Conference player of the year.

The men’s soccer team won the Centennial Conference regular-season championship and the right to host the playoffs.
Year two of The Great Recession of 2008-2010 brought a new set of challenges. Year one had seen collegiate endowment values collapse, national unemployment spike and a mood of fear and anxiety grip the country. This played itself out on the college admissions front in a variety of ways, from a move by many families in the direction of low-cost community colleges, to a round (or two) of budget cuts and layoffs on many campuses, some of which hurt admissions results.

In private higher education, there seems to be a divide opening up between colleges that are solid financially with a strong value proposition to share with students and parents, and those that are on shaky financial ground with a weaker market position. Happily, Muhlenberg remains very much on the right side of that divide.

**REACHING OUT**

This year, applications to Muhlenberg were up, diversity was up and quality was up – all positives. Discount rate (the percentage of tuition dollars given back in the form of institutional financial aid) was also up as we responded to a rise in need among our prospective students and their families, but our discount rate remains well below the national average for private colleges (33.5 percent at Muhlenberg vs. over 43.0 percent nationally) – a function of our strong market position and the fact that families continue to see Muhlenberg as a good educational investment.

None of this success is accidental. Muhlenberg’s market position is built on a strong sense of community and intense student-faculty relationships. These connections are deeply felt by students and parents, and this separates us from many other liberal arts colleges across the country. Lots of colleges talk about “relationships,” but rarely are they as deeply felt or as much acknowledged and appreciated by students as they are at Muhlenberg.

Another piece of Muhlenberg’s success has to do with our religious diversity, and our very ecumenical approach to religious life on campus. Muhlenberg offers very strong Jewish life and Catholic life on campus. We are a Lutheran college that is not simply “tolerant” of religious difference, but actually celebratory of different religious traditions. This also separates us from most of our competitors across the country, and
it is something that is recognized and appreciated by many of the families that choose Muhlenberg.

Finally, Muhlenberg offers academic strength across a broad waterfront. We are not just a “pre-med school” or a “theatre school.” We have strength across all divisions and disciplines at the College, from arts and humanities to social sciences to natural and physical sciences. Our ability to serve student interests in psychology as well as biology and in English as well as theatre or dance, is a major strength. What’s more, our faculty has been open-minded enough to embrace pre-professional study wrapped in a strong liberal arts foundation – another curricular distinction.

Approximately 65 percent of students receive financial aid, scholarships and/or grants from the College’s resources.
With many institutions putting construction projects on the back burner or cancelling them outright, it may seem a bit strange to plow ahead with not one, but three capital projects. Thanks to attractive financial market rates and a budget with the ability to offset new debt service with expiring debt service, we found it possible to issue $20 million in bonds during May 2009. An additional key factor was that these projects were necessary to build upon the current Muhlenberg momentum.

**Capital Improvements**

- An addition and renovation to Seegers Union is the largest of the three capital projects. Seegers was dedicated in 1963, with a kitchen and servery to feed roughly half of the students Muhlenberg currently enrolls. The project provides needed space for student seating and enlarged for more organized backroom food operations. Students experience food being prepared for them at several stations throughout the new servery. A kosher kitchen was also added as an attractive option for the College’s Jewish population and other students interested in this dining experience.
• The conversion of the Tau Kappa Epsilon fraternity house to a Rehearsal House for performing arts students took place during winter and spring 2010. This facility provides much needed space for our nationally ranked theatre and dance and music programs. The building was completely gutted and rebuilt and now houses an electronic music studio, acting and directing studio, a rehearsal studio, faculty offices and practice rooms.

• The final project started in the summer of 2010 and is well on the way to completion for the spring 2011 semester. This creative renovation and expansion combines the Hillel House on Chew Street with a house next door, adding a two-story wing to create much needed space for Hillel, a new home for the sociology and anthropology departments, and a flexible space that doubles as a place for Shabbat dinners and classrooms at different times of the week.

Systems & Sustainability Initiatives

• Muhlenberg continues to beat the odds with a conservative budget approach that enables the College to avoid employee layoffs and the termination of academic or athletic programs, and even provide modest salary increases for all employees. This sends an important message to these valuable people who make Muhlenberg the great community that it is.

• Sustainability – another aspect of efficiency – remains a high priority. In fall 2009, the Student Government Association voted to remove bottled water from the meal plan in an effort to reduce plastic bottled water usage at Muhlenberg. This reduced bottled water sales on campus by 95 percent. The Greening Committee and the administration have supported this project by installing filtered water stations throughout campus, in public buildings and dormitories. For their leadership in advocating for this change, EnAcT, the student Environmental Action Team, received the President’s Award at Honors Convocation, and Sara Imperiale ’10, EnAcT’s President, received the Student Leader of the Year award.

• A student-faculty-staff coalition has launched a hands-on learning experience (not to mention fresh produce) for the Muhlenberg community. As an actual new Muhlenberg garden grows, it provides a unique opportunity for academic inter-collaboration. In support of a living learning experiential environment, residents of the Garden House and the Sustainability House will manage the plants and sustainable infrastructure of the garden.

• Muhlenberg’s website has been completely replaced with a new, easily navigable communication and information tool. Migration to the new templates, with much new and enhanced content, was completed in April 2010. The site provides an effective ‘home’ for current students and faculty/staff as per our analytics, as well as a rich experience for prospective students. The site won a higher education marketing award.

• To make sure we remain efficient, we periodically review different departments to maximize customer service and trim costs. In 2009, the College concluded an extensive, year long review of its print shop operations by replacing outmoded equipment and processes with a modern copy center that now provides faculty, staff and students with better, faster service at a lower price.

Financial Rating

During spring 2010, the College contemplated refinancing part of its debt portfolio with the goal of either reducing the overall risk profile or reducing debt service requirements or both. Moody’s Investor Service and Standard & Poor’s Rating Service both reaffirmed Muhlenberg’s A1 and A+ ratings as part of this review.
Fiscal Year 2009-2010

### Assets

<table>
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<tr>
<th></th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
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<td>$26,001,008</td>
<td>$19,672,752</td>
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<td>Short-term investments</td>
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<td>Contributions receivable - current</td>
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<td>2,117,465</td>
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<td>Accounts receivable and other current assets</td>
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<td>2,094,146</td>
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<td>Long-term investments</td>
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<td>139,798,365</td>
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<td>Contributions receivable</td>
<td>6,008,363</td>
<td>5,907,353</td>
<td>5,080,705</td>
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<td>Land, buildings and equipment - net</td>
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<td>151,799,166</td>
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<td>Beneficial interest in perpetual trusts</td>
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<td>6,821,681</td>
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<td>Funds held by trustee and other assets</td>
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<td>22,820,407</td>
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<td><strong>Total Assets</strong></td>
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<td>$372,883,830</td>
<td>$372,049,564</td>
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### Liabilities

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<th></th>
<th>2010</th>
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<th>2008</th>
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<tbody>
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<td>Accounts payable</td>
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<td>Bonds payable</td>
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<td>76,380,000</td>
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<td>Other liabilities</td>
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<td>12,658,030</td>
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<td><strong>Total Liabilities</strong></td>
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### Net Assets

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<th></th>
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<tbody>
<tr>
<td>Unrestricted</td>
<td>195,606,746</td>
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<td>191,147,655</td>
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<tr>
<td>Temporarily restricted</td>
<td>38,960,564</td>
<td>35,216,636</td>
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<tr>
<td>Permanently restricted</td>
<td>58,944,902</td>
<td>56,135,183</td>
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<td><strong>Total Net Assets</strong></td>
<td>$293,512,212</td>
<td>$271,811,877</td>
<td>$294,655,802</td>
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**Total Liabilities and Net Assets**

- **2009**: $372,883,830
- **2008**: $372,049,564

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### Endowment Growth 2000-2010

- **2000**: $126.5 million
- **2010**: $87.1 million

---
## Statement of Activities & Changes (Unrestricted Net Assets)

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<thead>
<tr>
<th>Revenues</th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
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<tbody>
<tr>
<td>Tuition and fees</td>
<td>$85,040,299</td>
<td>$81,146,483</td>
<td>$74,190,413</td>
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<tr>
<td>Less: College funded scholarships</td>
<td>(26,747,888)</td>
<td>(23,745,690)</td>
<td>(21,843,885)</td>
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<tr>
<td>Net tuition and fees</td>
<td>$58,292,411</td>
<td>$57,400,793</td>
<td>$52,346,528</td>
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<tr>
<td>Private gifts, bequests and grants</td>
<td>$2,433,196</td>
<td>$2,573,047</td>
<td>$2,257,596</td>
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<tr>
<td>Endowment and other investment income</td>
<td>$3,906,203</td>
<td>$3,507,013</td>
<td>$3,079,936</td>
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<tr>
<td>Endowment gains (losses) &amp; gains from spending policy</td>
<td>$6,335,335</td>
<td>(18,073,224)</td>
<td>(7,194,386)</td>
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<tr>
<td>Auxiliary enterprises</td>
<td>$18,757,462</td>
<td>$18,029,831</td>
<td>$17,049,463</td>
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<tr>
<td>Other sources and swap market value adjustment</td>
<td>(1,022,812)</td>
<td>(842,096)</td>
<td>871,351</td>
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<tr>
<td><strong>Net assets released from restrictions</strong></td>
<td>$88,701,795</td>
<td>$62,595,364</td>
<td>$68,410,488</td>
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<td><strong>Total Revenues</strong></td>
<td><strong>94,280,335</strong></td>
<td><strong>66,231,169</strong></td>
<td><strong>71,858,965</strong></td>
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<table>
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<tr>
<th>Expenses</th>
<th>2010</th>
<th>2009</th>
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<tr>
<td>Instruction and research</td>
<td>$35,301,867</td>
<td>$34,384,797</td>
<td>$32,598,682</td>
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<tr>
<td>The Wescoe School</td>
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<td>$2,196,451</td>
<td>$1,829,891</td>
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<td>Library</td>
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<td>Student services</td>
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<td>$8,245,878</td>
<td>$7,674,696</td>
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<td>General administration</td>
<td>$5,414,918</td>
<td>$5,690,814</td>
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<tr>
<td>General institution and other expenses</td>
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<td>$7,151,109</td>
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<tr>
<td>Depreciation</td>
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<td>Auxiliary enterprises</td>
<td>$9,768,801</td>
<td>$10,254,011</td>
<td>$9,847,482</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>79,133,647</strong></td>
<td><strong>76,918,766</strong></td>
<td><strong>75,624,093</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Changes in Unrestricted Net Assets</th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private gifts, bequests and grants</td>
<td>$4,347,075</td>
<td>$4,261,613</td>
<td>$3,448,436</td>
</tr>
<tr>
<td>Endowment income</td>
<td>$1,755,758</td>
<td>$1,426,718</td>
<td>$1,268,312</td>
</tr>
<tr>
<td>Endowment gains (losses) &amp; gains from spending policy</td>
<td>$2,768,594</td>
<td>$(14,917,432)</td>
<td>$(3,707,422)</td>
</tr>
<tr>
<td>Other sources</td>
<td>$451,116</td>
<td>$680,151</td>
<td>$513,518</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>$(5,578,615)</td>
<td>$(3,635,805)</td>
<td>$(3,448,477)</td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Temporarily Restricted Net Assets</strong></td>
<td><strong>3,743,928</strong></td>
<td><strong>(12,184,755)</strong></td>
<td><strong>(1,925,633)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Private gifts, bequests and grants</td>
<td>$1,858,252</td>
<td>$2,550,896</td>
<td>$8,139,782</td>
</tr>
<tr>
<td>Endowment income</td>
<td>$101,147</td>
<td>$46,449</td>
<td>$26,593</td>
</tr>
<tr>
<td>Net change in beneficial interest in perpetual trusts</td>
<td>$852,820</td>
<td>$(2,566,418)</td>
<td>$20,252</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$(2,500)</td>
<td>$(2,500)</td>
<td>$(2,500)</td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Permanently Restricted Net Assets</strong></td>
<td><strong>2,809,719</strong></td>
<td><strong>28,427</strong></td>
<td><strong>8,184,127</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase (Decrease) in Net Assets</th>
<th>2010</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>$271,811,877</td>
<td>$294,655,802</td>
<td>$292,162,436</td>
</tr>
<tr>
<td>End of year</td>
<td><strong>$293,512,212</strong></td>
<td><strong>$271,811,877</strong></td>
<td><strong>$294,655,802</strong></td>
</tr>
</tbody>
</table>
About the Cover

Beating the Odds. Despite the most challenging economic environment since the Great Depression, Muhlenberg is forging ahead – finishing the Talents Campaign with a flourish, hitting enrollment targets while raising the bar in academics and diversity, upgrading campus facilities and strengthening the faculty. By every measure, it’s been a good year for Muhlenberg.

www.muhlenberg.edu
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www.muhlenberg.edu

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Allentown, PA 18104-5586

[FSC logo]
FSC SYMBOL HERE
(to come from printer)
The Brueckner Family Wing
Life Sports Center
Opened August 2004

Hillel House
Sociology/Anthropology Offices
In progress

2201 Chew Street
Residence Hall
Opened Spring 2007

Trexler Tower, Century Arch and the
New Science Building (not pictured)
Opened Fall 2006

Seegers Union Expansion
Opened August 2010

The Village
Opened Fall 2007

Multicultural Center
Opened October 2006

Parents Plaza
Rededicated October 2009

Rehearsal House
Opened June 2010

Robertson and South Halls
Opened January 2002

The Talents Entrusted to Our Care
The Campaign for Muhlenberg College