President's Message 2012

Riots in Tahrir Square topple a regime and launch Arab Spring. A gas main explodes in center-city Allentown, killing five and destroying a neighborhood. An earthquake and tsunami devastate Japan. Turmoil in the eurozone countries combined with debt-ceiling gridlock in Washington ravage the equities markets. Hurricane Irene slams the east coast, leaving more than four million homes without power for days. An unseasonable blizzard wreaks more havoc, including more power outages.

Each of these events posed risks and challenges for Muhlenberg during the past 24 months – and they were only a small sample:

• We prepared for a bedbug invasion (that, fortunately, never materialized).

• We installed additional security cameras on the campus periphery in collaboration with the Allentown Police Department to reduce the risk of street crime in the neighborhood.

• We began a document-imaging program to provide secure backups for critical College documents.

• We learned more about the dangers of concussions in contact sports and took steps to provide greater protection for our student athletes.

• An (unsuccessful) attempt to hack the College’s bank account prompted us to review our internal controls and implement new anti-virus measures on the campus network.

• A child abuse scandal at The Pennsylvania State University prompted a thorough review of our policies governing children on campus.

• New federal regulations regarding the handling of sexual assaults on campuses led us to review those policies and create the position of Title IX Coordinator.

• A notorious pepper spray incident at University of California, Davis, engendered a full review of our campus safety “use-of-force” policy and training programs for our officers.

• Active shooter incidents around the nation prompted several campus safety tabletop exercises, tests of our emergency communication systems and joint training exercises with campus safety officers, Allentown Police and the Pennsylvania State Police.
And, yes, we did take steps to assure the safety of our students in Egypt and Japan; we did review with our natural gas provider the state of gas mains surrounding the campus (and plans for upgrades); we re-evaluated our endowment investment advisers; and we developed a plan for more backup generators throughout the campus.

We also reviewed (as we do each year) a 15-page “compliance” checklist to make sure we are properly disposing of chemical waste from laboratories, providing appropriate safety equipment to employees and students, inspecting steam boilers, sprinkler systems and fire extinguishers regularly, testing the water quality in the swimming pool, etc., etc., etc.

Despite all this, it would be foolish to say that Muhlenberg is now “risk free.” Believe it or not, those were the easy risks to mitigate.

There are more and bigger threats lurking out there in the great, wide, scary world: threats that might damage our campus, our financial viability or our reputation. These include demographic trends, economic trends, philanthropic trends, price resistance to tuition increases, the much-discussed online education “tsunami,” frequent (but inaccurate) assertions that the costs of college do not justify the benefits and the traditional lament (also untrue) that the liberal arts is on its deathbed.

In response to these more generalized anxieties, we also initiated an “Enterprise Risk Management” process that will provide a discipline, structure and process for reviewing the environment in which Muhlenberg operates, the risks we should consider and mitigating strategies.

“Paranoia strikes deep…”
Buffalo Springfield
And yet it must be said that no college becomes or remains great simply by avoiding risk. Indeed, there are times we must embrace risk to maximize reward – to continue Muhlenberg’s steady advance through the top ranks of American undergraduate liberal arts education. Each generation of the College’s leadership has the obligation to pick good bets, to invest wisely, to reinforce strengths and to counteract threats.

Muhlenberg history is replete with good bets that have paid off handsomely. Take, for instance, the investment in the performing arts the College made decades ago when it hired Philip Johnson to design the Baker Center for the Arts. Today that Center, expanded with the Trexler Pavilion and bolstered by brilliant faculty appointments, houses the number-one ranked undergraduate theatre and dance program in the country, according to the 2011 Princeton Review Guide to Colleges.

A few years later, the College launched the Institute for Jewish-Christian Understanding, carving out significant resources from its endowment to do so – a big financial investment at the time, but one that has been extremely successful both in our community and in extending the College’s reputation globally.

In the 1990s, the College developed a mentoring system to groom our brightest students for prestigious postgraduate awards. Successful almost from its initiation, the program this year produced the best results ever, with Muhlenberg students winning a Truman, a Udall, a Goldwater, a St. Andrews, several Fulbrights and a number of other highly competitive national and international fellowships.

A decade ago, Muhlenberg launched a neuroscience major that is now one of the hottest academic programs at the College. New programs in public health, film studies and Africana studies, initiated within the last eight years, have rapidly gained traction and generated enrollments, succeeding beyond all expectations. An experiment integrating on-campus courses with international fieldwork and research has paid off in the success of our MILA (Muhlenberg Integrated Learning Abroad) courses.

“It if things seem under control, you are just not going fast enough....”

Mario Andretti
Other recent bets have also proved successful:

- Our expansion and renovation of the Life Sports Center made Muhlenberg a hot choice for aspiring Division III athletes.
- Our expansion and renovation of the College’s science facilities sustained our distinguished reputation for pre-health education.
- Our investments in Seegers Union, the new Wood Dining Commons, an expanded Hillel, and updated residence halls have provided students with facilities matching our academic reputation.

The payoff on these bets in the quantity and quality of admissions applicants has been impressive: this past year, we again broke all previous records, topping 5,000 applications for the first time.

And we’re not finished. In the past year, the faculty has approved several important curricular initiatives that we believe will distinguish Muhlenberg in coming years:

- A CUE (i.e. Culminating Undergraduate Experience or “capstone”) requirement that will add rigor to the senior year;
- A new general education requirement that strengthens interdisciplinary learning through course clusters;
- A new major in Jewish studies.

We’ve also placed two additional bets in the past year that complement these academic innovations:

- First, the creation of Muhlnet, an effort to create active professional networks linking alumni with each other and with current undergraduates as a means of strengthening career development opportunities.
- The second, a pilot project called Senior Reflections, which brings together seniors who first met and worked together in their first-year seminars, for a series of conversations with their professors and a community mentor about life, values and perspectives on their liberal arts education.

We hope both bets will pay off for our graduates in the form of clearer vocational discernment and increased opportunities.

What other wagers are we considering? Technology is certainly high on the list – how can we use it to strengthen teaching and learning, while preserving the student-faculty relationship that is at the core of the Muhlenberg experience? Extending the Muhlenberg brand through more aggressive recruiting in the western U.S. and abroad is another bet that will bear close watching.

Of course, there are two huge gambles we make every year.

One is the appointment of promising new tenure-track faculty from some of the nation’s best universities – faculty we believe have the potential to meet Muhlenberg’s demanding standards for outstanding classroom teaching and robust professional activity. We’ll follow those bets closely over the next three to six years – only the best will qualify for tenured positions here.

The second and most important is the first-year students: Muhlenberg’s academic standards are high, to be sure, but we also bet on late bloomers – students who have potential they have not quite fully developed. Nurturing their talent is our most important responsibility. Providing educational opportunities to such students requires tens of millions of dollars in financial aid annually. Talk about placing big bets!

And yet, we know those bets pay off hugely in the accomplishments of our alumni and the lives of leadership and service they lead throughout our nation and the world.

What is the biggest risk we face? Undoubtedly, it is apathy. If our alumni and other stakeholders take it for granted that Muhlenberg will always be here, will always be strong, will always thrive – even without their support, then they should think again. The need is here and now.

I’ve said it many times before and will conclude this year’s annual report by saying it again: This is a team effort. We cannot face the challenges of the future alone. I am grateful to the many hearts, hands, minds and checkbooks that support our mission. Together, we overcome daunting odds and achieve amazing results.

Peyton Randolph Helm, Ph.D.
President
Mission

Muhlenberg College aims to develop independent critical thinkers who are intellectually agile, characterized by a zest for reasoned and civil debate, committed to understanding the diversity of the human experience, able to express ideas with clarity and grace, committed to life-long learning, equipped with ethical and civic values and prepared for lives of leadership and service. The College is committed to providing an intellectually rigorous undergraduate education within the context of a supportive, diverse residential community.

Our curriculum integrates the traditional liberal arts with selected pre-professional studies. Our faculty are passionate about teaching, value close relationships with students and are committed to the pedagogical and intellectual importance of research. All members of our community are committed to educating the whole person through experiences within and beyond the classroom. Honoring its historical heritage from the Lutheran Church and its continuing connection with the Evangelical Lutheran Church in America, Muhlenberg encourages, welcomes and celebrates a variety of faith traditions and spiritual perspectives.
Board of Trustees
As of June 30, 2012

Mr. Eric Berg ’78
Mr. Kim D. Bleimann ’71
Ms. Tammy L. Bormann ’83, P’16

Second Vice Chair
Lance R. Bruck M.D. ’89
Mr. Richard F. Brueckner, Jr. ’71, P’04, P’10

Board Chair
Bishop Claire S. Burkat

Mr. Kim D. Bleimann ’71
Ms. Linda Speidel Cenci ’75, P’06

Ms. Susan Ettelman Eisenhauer ’77
Dr. Cecilia A. Conrad
Lance R. Bruck M.D. ’89
Bishop Wilma Kucharek
Ms. Sandra Schuyler Jaffee P’04

Mr. John M. Heffer P’96
Ms. Marion E. Glick ’82
Ms. Sherry L. Fazio ’99
Ms. Beatrice O’Donnell P’10
Mr. James A. Skidmore, Jr. ’54
Mr. Arthur A. Scavone ’81

Mr. James A. Skidmore, Jr. ’54
Ms. Michael A. Stein ’73
Ms. Joan Triano ’81
Ms. Donna Bradley Tyson ’78
Ms. Karen Wagoner ’71

First Vice Chair
Bishop Samuel Wagoner
Ms. Donna Bradley Tyson ’78
Ms. Karen Wagoner ’71

Mr. Richard C. Crist ’77, P’01
Ms. Julie Pfanstiehl Hamre ’72
Ms. Barbara Fretz Crossette ’63, P’82, GP’13
Mr. Richard F. Brueckner, Jr. ’71, P’04, P’10
Mr. Richard P. Romeo ’79
Mr. Paul L. Vikner ’71

Mr. Arthur A. Scavone ’81
Dr. John B. Rosenberg ’63
Mr. Arthur A. Scavone ’81
Mr. James A. Skidmore, Jr. ’54
Ms. Donna Bradley Tyson ’78
Ms. Karen Wagoner ’71

First Vice Chair
Bishop Samuel Wagoner
Ms. Donna Bradley Tyson ’78
Ms. Karen Wagoner ’71

Third Vice Chair
Mr. Mitchell G. Possinger ’77, P’11
Dr. John B. Rosenberg ’63
Mr. Arthur A. Scavone ’81
Mr. James A. Skidmore, Jr. ’54
Ms. Michael A. Stein ’73
Ms. Joan Triano ’81
Ms. Donna Bradley Tyson ’78
Ms. Karen Wagoner ’71

First Vice Chair
Bishop Samuel Wagoner
Ms. Donna Bradley Tyson ’78
Ms. Karen Wagoner ’71

Life Trustees
Mrs. Dorothy H. Baker
Paul C. Brucker M.D. ’53, GP’09
Mr. Greg L. Butz
Mr. Edward M. Davis Jr. ’60
Dr. Lona M. Farr ’62, P’94
Mr. Greg Fox ’76
Mr. Bruce G. Kilroy ’71
Mr. John W. McConomy ’71, P’99
Mr. William D. Miers ’49, GP’97
Mr. David J. Nowack ’67
Ms. Susan Kienzle Pobjoy ’73
Mr. Richard P. Romeo ’79
Rev. Eric C. Shafer ’72
Mr. Joseph B. Scheller
Mr. Paul A. Silverman ’78
Mr. Paul L. Vikner ’71

Trustees Emeriti
Mrs. Dorothy H. Baker
Paul C. Brucker M.D. ’53, GP’09
Mr. Greg L. Butz
Mr. Edward M. Davis Jr. ’60
Dr. Lona M. Farr ’62, P’94
Mr. Greg Fox ’76
Mr. Bruce G. Kilroy ’71
Mr. John W. McConomy ’71, P’99
Mr. William D. Miers ’49, GP’97
Mr. David J. Nowack ’67
Ms. Susan Kienzle Pobjoy ’73
Mr. Richard P. Romeo ’79
Rev. Eric C. Shafer ’72
Mr. Joseph B. Scheller
Mr. Paul A. Silverman ’78
Mr. Paul L. Vikner ’71

Alumni Board
Mr. Gregory T. Adams ’05
Treasurer
Mr. Bruce S. Albright ’74
Ms. Deborah Clay-Alston ’98, P’14
Mr. Jeff S. Berdahl ’85
Dr. Edward Richard Bollard, Jr. ’79
Mr. Kent P. Brustlin ’92
Mr. Rudolph A. Favocci, Jr. ’79, P’12
Ms. Sherry L. Fazio ’99

Vice President
Ms. Elizabeth E. Ryan Fendt ’00
Mr. Michael Geller ’04
Ms. Jennifer Martin Gilio ’88
Ms. Sharon Peifer Gleichmann ’89
Ms. Sheryl LeBlanc Guss ’81, P’10, P’13

President
Mr. Stephen J. Hart ’76
Dr. Michael B. Krouse ’84
Harry J. Lesieg M.D. ’67, P’93, P’00, P’01, P’03
Ms. Anna M. Licenziato-Fanelli ’83
Ms. Jennifer A. McKee ’02
Mr. Stefan C. Miller ’99
Ms. Alison L. Mitchell ’07
Dr. Carl S. Oplinger ‘88
Ms. Carol Ekzian Papazian ’79
Ms. Susan Rhoads-Prochina ’03

Secretary
Mr. Edward W. Reidel ’94
Mr. Christopher Rogers ’01
Mr. Todd S. Rothman ’97
Ms. Carole M. Silvoy ’91
Ms. Carolyn Nurnberg Spungin ’00

Board of Observers
Glenn Thomas Ault M.D. ’87
Mr. Richard H. Ben-Veniste ’84
Ms. Susan Ziegennus Benton ’86
Mr. Timothy A. Birch ’80
Ms. Sandra L. Smith Bodnyk ’73
Ms. Kathleen Curran Brown ’87
Mr. Scott Burke ’00
Brad J. Cohen M.D. ’82
Ms. Jacqueline Tibbs Copeland ’69
Mr. John H. Dean ’78
Mr. William P. Douglass ’59
Mr. David J. M. Erskine ’68, P’03
Ms. Beth Alderly Evans ’92
Mr. Robert E. Friedman ’84
Mr. James Galgano ’78, P’08
Mr. Robert J. Goodliffe ’84
Mr. Bruce Govere ’02
Mr. Alan B. Gubernick ’84
Dr. Wilson F. Gun ’61
Mr. Eric Hildenbrand ’90
Ms. Nancy Prentiss Hoffman P’10
Nancy Hutton M.D. ’75
Dr. Jeannette Ickovics ’84
Ms. Carolyn Ikeda ’76
Mr. Lawrence Jacobs P’15
Hon. Jan R. Jurden ’85
Mr. David K. Kaugher ’66
Mr. Peter W. Keeler P’12, P’14
Mr. Jeffrey D. Koeheker ’79
Carl A. Lam, M.D. ’59, P’95
Ms. Melissa Morrow Legour ‘02
Ms. Linda L. Letcher ’81
Mr. Joshua Lindland ’98
Carey Marder M.D. ’58, P’06
Mr. Alfred P. McKeon ’85, P’15
Mr. John C. Oberle ’81 P’12, P’15
Mr. Douglas J. Peebles ’87
Ms. Annie Potts P’14
Lucy J. Puryear M.D. ’81
Mr. Gil Rudolph P’10
Mr. Neil Sandler P’14
Mr. Brian J. Schulte ’80
Rev. Eric C. Shafer ’72
Mr. David S. Silber ’98
Mr. Mitchell J. Slater ’83
Mr. Matt R. Sorrentino ’70
Mr. Steven R. Starkker ’87
Ms. Sarah Mueller Stegemeoeller ’75
Ms. Nancy Thornberry ’79
Ms. Mara Saperstein Weissmann ’82
Mr. Taras W. Zawarski ’76

Board Chair Richard Brueckner ’71, P’04, P’10 congratulates Paul Brucker M.D. ’53, GP’09 (left) for his exceptional service on the Muhlenberg College Board of Trustees during ceremonies at the annual Lifetime Giving Society dinner on April 27, 2012.
**Chronology 2011-2012**

**September 2011**


**October 2011**

Chelsea Montgomery Duban ’15 speaks at the Human Rights Campaign Gala in Washington, D.C., immediately after President Barack Obama.

Muhlenberg hires JoEllen Rooney as the College’s conference services manager.

A snowstorm slams the Muhlenberg campus during Family Weekend, causing tremendous damage to campus trees. Plant Ops employees work hard throughout the weekend to keep campus paths clear and safe.

Muhlenberg mourns the loss of Bob Wood, a Muhlenberg icon who served on the Board of Trustees, helped found the “Champions Group” for the 19th Street area revitalization project, sponsored the annual Scotty Wood Basketball Tournament and helped the College and the Lehigh Valley in countless generous ways.

*Newsweek* and *The Daily Beast* rate Muhlenberg #6 in the nation as “most artistic.”

*The Washington Monthly* ranks Muhlenberg #177 among colleges and universities “that contribute to the public good.”

*Kiplinger’s* ranks Muhlenberg 43rd among its “200 Best Value Private Colleges.”

Wood Dining Commons wins the Construction Managers Association of America (CMAA) national award.

Sustainable Waste Solutions helps Muhlenberg expand its recycling program with the help of Kalyna Procyk, campus sustainability coordinator, and the campus Green Team. The campus is able to recycle any paper that tears with trash now converted into energy via a waste-to-energy plant using single-stream practices.

The new campus tour on the Muhlenberg website includes 360-degree views of the campus and its buildings.

Muhlenberg has more than 3,600 Facebook followers and over 1,350 Twitter followers.

**November 2011**

The Reverend Callista Isabelle is named College Chaplain.

**December 2011**

During finals week, the Counseling Center offers “Doggie De-stressor Day.” More than 300 students show up in the Mendham Gallery to relieve their test anxieties by petting dogs.

Muhlenberg collects more than 400 non-perishable food items for the Sixth Street Shelter at its annual faculty-staff holiday party held in the Ilene and Robert Wood Dining Commons.

For the third consecutive semester, the all-Greek term GPA is greater than the all-independent student GPA, and the Greek cumulative GPA is higher than the independent cumulative (3.299/3.209). The Muhlenberg Fund receives more gifts this month than in any previous December on record.

An initial distribution from the estate of Robert Agnew generates $500,000 for endowed financial aid.

**January 2012**

A record 66 seniors participate in Reality MC, a three-day weekend on campus for seniors entering their final semester at Muhlenberg, focused on developing personal, finance and life management skills.

Bruce Wightman is named director of the Center for Ethics.

Jacy Good ’08 is featured on “Say Yes to the Dress” with fiancé Steve Johnson ’08.

Robert David Steele ’74 declares himself a third-party candidate for president, seeking the Reform Party nomination.

Associate professor of chemistry Charlie Russell passes away and receives the Empie Teaching Award posthumously.

The Department of Environmental Protection visits campus to conduct a “Full Compliance Evaluation” that includes main boilers, emergency generators, miscellaneous combustion processes and diesel fire pump. No violations noted.

**February 2012**

The department of media and communication kicks off its new study abroad program at Dublin City University in Ireland.

Muhlenberg is listed by “Inside College” in the Huffington Post as one of the nation’s 21 “Hottest Colleges.”

**March 2012**

Applications for the Class of 2016 exceed 5,000 — a new record.

Jim Lentz ’66 and wife Debra pledge $1 million to endow scholarship support for theatre and dance majors.

Muhlenberg is named to the 2012 President’s Higher Education Community Service Honor Roll.

**April 2012**

Kurt Herman, who fled Austria as a 10-year-old boy in 1939, visits the President’s House on North Leh Street, the house where he was given refuge by a foster family, and participates in the Institute of Jewish Christian Understanding Youth and Prejudice workshop.

Jonathan Shikora ’12 visits a hospital in Philadelphia to donate stem cells to help a 61-year-old gentleman fight leukemia.

Trustees approve the title “Dean Emerita” for the dean of the College for Academic Life Carol Shiner Wilson, Ph.D., to be awarded upon her retirement in August.

Associate Professor Michael Huber, Ph.D., mathematics, is appointed dean of the College for Academic Life.

**May 2012**

Faculty approve the new Jewish studies major and vote in favor of the new General Academic Requirements (GARs), replacing the “Skills and Perspectives” curriculum approved in 1989.

David Rosenwasser, Ph.D., named one of “The Best 300 Professors” by *The Princeton Review*, delivers the “Last Lecture” to the Class of 2012.

The Class of 2012 — 569 strong — receives degrees at Commencement.

For the second consecutive year, the Senior Connections Campaign “Breaks the Brueck” exceeds the Muhlenberg Fund participation challenge issued by Board Chair Richard Brueckner ’71, P’04, P’10.

**June 2012**

Spillman Farmer Architects is contracted to begin planning major renovations of the 104-year-old East Hall.

Nineteen new individuals and two organizations are inducted into the Lifetime Giving Society, recognizing donors whose cumulative giving to the College exceeds $100,000.

For the second consecutive year, the Senior Connections Campaign “Breaks the Brueck” exceeds the Muhlenberg Fund participation challenge issued by Board Chair Richard Brueckner ’71, P’04, P’10.
The academic risk for colleges today: In difficult economic times, colleges can be pressured to add or eliminate academic programs largely for the sake of “doing something.” This model of change leads to grand gestures and small edicts, but it rarely improves student learning. Nor are gestures and edicts risk-free.

Muhlenberg practices a benchmark-based, data-driven approach to making decisions about academic programs. Advocacy by anecdote and hobby horse ideas need not apply. We do careful studies of the academic programs of our 27 high-quality peer institutions in Connecticut, New Jersey, New York and Pennsylvania.

How are they strong? Where do we have an opportunity? What are the costs of innovation? And the risks of standing pat?

We assemble agile working groups to research prospective majors and minors. Proposals for programmatic change are vetted by our curriculum committee and then voted on by the entire faculty. Major League Baseball Hall of Fame Manager Branch Rickey once said: “Luck is the residue of design.” We welcome good luck, but we practice mindful design through research, deliberation and rigorous assessment of our academic programs.

Some of the rewards of our culture of innovation for intellectual growth have been:

- A new general education curriculum that will emphasize formative skills (writing, reasoning and modern languages)
- Interdisciplinary thinking
- The study of human differences and global engagement
- A senior culminating experience in one’s major field(s) of study
- A new Jewish studies major, which will draw on courses in religion studies, philosophy, history and political science
- New minors in Latin American studies and film studies
- New faculty from the Consortium for Faculty Diversity: Justin Rose, political science and African-American studies, and Neda Maghbouleh, sociology
- A new Common Hour program, which strengthens the co-curricular life of the College through lectures, performances, discussions, screenings and celebrations

Dr. Amy Hark, co-director of the biochemistry program, works in a lab with students during biology class. The science programs at Muhlenberg College continue to be well-respected by professional doctoral programs around the United States.
Prestigious Scholarship Awards Initiative

The Prestigious Scholarship Awards Initiative, overseen by the Office of the Dean of the College for Academic Life, engages undergraduates and recent graduates in a process to enhance success when applying for scholarship opportunities. These opportunities include significant student research and presentation, study abroad and meaningful volunteer and service learning work. The process includes many opportunities to work with faculty advisors, including intensive mock applications and interviews for a $1,000 internal scholarship for the junior year. Since its inception, over 120 awards have been earned by Muhlenberg students and recent graduates.

The 2011-2012 academic year has produced the largest group of prestigious award winners: 17 students and recent graduates received 20 awards, including the first Truman recipient since 1999. That student, Jake Glass ’13 (left), received a Truman, a Udall and the David Brower Youth Award, in competition with students from higher educational institutions such as Stanford, Grinnell, Lafayette and Harvard, and the University of Pennsylvania.

The Prestigious Awards reception took place on April 17, 2012, at Seegers Union General Quarters Annex.

At the 2012 Prestigious Awards Reception are (left to right) Hannah Oros ’14, Jake Glass ’13 and Tara Keegan ’13 with President Randy Helm, Ph.D., and Dean Emerita Carol Shiner Wilson, Ph.D.

“Closely working with faculty who teach, advise and inspire these students is central to their successes. I deeply appreciate the extraordinary efforts of dedicated faculty in this enterprise.”

—Carol Shiner Wilson, Ph.D., Dean Emerita of the College for Academic Life
Hello, Goodbye

Michael Huber, Ph.D., P’14 was named Dean of the College for Academic Life effective July 1, 2012, replacing Carol Shiner Wilson, Ph.D., who retired after nearly 30 years of service to the College.

Dean Shiner Wilson established high-integrity programs designed to add significant value to learning and success for students. From the nationally-recognized orientation program for first-year students to the prestigious scholarship awards program for upper-class students and graduates, the focus of Academic Life has been on real-world accomplishments set in the College’s caring environment. Prior to being named dean, Shiner Wilson served as director of career development from 1981-1987. She was also assistant professor of humanities at the College and she taught, over three decades, such courses as The English Novel and Women and Literature. She earned her Ph.D. in English literature at Indiana University, Bloomington, and holds a certificate, niveau supérieur, from the University of Paris, Sorbonne. She is Phi Beta Kappa.

Huber earned his bachelor of science degree in physics/engineering from Loyola College, Baltimore; a master’s of science degree in materials science and engineering/electrochemistry from The Johns Hopkins University; and a master’s degree and Ph.D. in applied mathematics from the Naval Postgraduate School in Monterey, Calif. He is a veteran of the U.S. Army and came to Muhlenberg in 2006 after a distinguished military career, rising to the rank of lieutenant colonel before retiring after 24 years. He taught at the U.S. Military Academy at West Point from 1993 to 1996 and from 2000 to 2006. At Muhlenberg, Huber earned the 2009 Robert C. Williams Faculty Research Award for outstanding scholarship. He is the author of several books, including three on Sabermetrics, the science of baseball statistics.

New College Curriculum

Four academic divisions – arts, sciences, humanities and social sciences – now provide the structure for Muhlenberg College’s liberal arts foundation to flourish. The arts, encompassing theatre, dance, vocal and instrumental music and fine art, has been identified as the fourth pillar of learning due to the College’s well-known core strengths in these majors.

Three writing courses, a two-course foreign language sequence and a reasoning requirement (such as critical thinking or statistics) comprise the skills segment of the new curriculum. A culminating undergraduate experience is a requirement for all majors. As a capstone experience, it provides seniors with a rigorous academic challenge and moves beyond the past senior year experience. There is a two-course cluster requirement, linking courses for increasing interdisciplinary knowledge.

The size of the overall curricular “footprint” has been reduced, adding flexibility for students who desire to pursue global education, internships, teacher licensure or double majors and minors.

This new curriculum, approved by the Board of Trustees on June 27, 2012, lays the foundation for faculty innovation and deep liberal learning. It has the potential to strengthen Muhlenberg’s position as a leader in liberal arts undergraduate scholarships.

Five 4.0s and One Salutatorian

A first for Muhlenberg College: five students graduated valedictorians and were recognized during commencement ceremonies on May 20, 2012:

- Gerald Baer Elizabethtown, Pa.
- Frank Cabrera Tobyhanna, Pa.
- Brittany DeAngelis Robbinsville, N.J.
- Scott Kanner Brooklyn, N.Y.
- Stephanie Plumeri Ocean Township, N.J.

SALUTATORIAN

Kasey Celona Rollinsford, N.H.

Five 4.0s and One Salutatorian

A first for Muhlenberg College: five students graduated valedictorians and were recognized during commencement ceremonies on May 20, 2012:

- Gerald Baer Elizabethtown, Pa.
- Frank Cabrera Tobyhanna, Pa.
- Brittany DeAngelis Robbinsville, N.J.
- Scott Kanner Brooklyn, N.Y.
- Stephanie Plumeri Ocean Township, N.J.

SALUTATORIAN

Kasey Celona Rollinsford, N.H.

New College Curriculum

Four academic divisions – arts, sciences, humanities and social sciences – now provide the structure for Muhlenberg College’s liberal arts foundation to flourish. The arts, encompassing theatre, dance, vocal and instrumental music and fine art, has been identified as the fourth pillar of learning due to the College’s well-known core strengths in these majors.

Three writing courses, a two-course foreign language sequence and a reasoning requirement (such as critical thinking or statistics) comprise the skills segment of the new curriculum. A culminating undergraduate experience is a requirement for all majors. As a capstone experience, it provides seniors with a rigorous academic challenge and moves beyond the past senior year experience. There is a two-course cluster requirement, linking courses for increasing interdisciplinary knowledge.

The size of the overall curricular “footprint” has been reduced, adding flexibility for students who desire to pursue global education, internships, teacher licensure or double majors and minors.

This new curriculum, approved by the Board of Trustees on June 27, 2012, lays the foundation for faculty innovation and deep liberal learning. It has the potential to strengthen Muhlenberg’s position as a leader in liberal arts undergraduate scholarships.

Carol Shiner Wilson, Ph.D. Dean Emerita of the College for Academic Life

Michael Huber, Ph.D. P’14 New Dean of the College for Academic Life

Seen here, Jane D. Flood, Ph.D., associate professor and department chair of the physics department, provides guidance to a Muhlenberg student.
Green Initiatives

- Muhlenberg has made recycling a whole lot easier. Due to a new partnership with Sustainable Waste Solutions (SWS), Souderton, Pa., launched in the fall 2011 semester, sorting waste has been eliminated. The campus community can now deposit any waste into containers located throughout the campus, without sorting into separate bins. Once the waste arrives at the SWS plant, it is deposited into a pit and then mechanically sorted into categories. Even the College’s non-recyclables are now handled in a sustainable way. Rather than sending garbage to a landfill, SWS converts Muhlenberg’s trash into heat and electricity by burning it and generating electricity for some 38,000 homes annually.

- The school’s “Just Tap It” campaign reduced bottled-water purchases on campus by 95% by installing new filtered water stations throughout campus and excluding bottled water from the student meal plan.

- New solar panels have been installed throughout the campus to reduce grid dependence and to educate the student body on renewable resources.

- Seegers Union, the student union, is green from the top down. Students in the “Sustainable Solutions” class taught by Biology Professor Rich Niesenbaum, Ph.D., developed and installed a green roof plan for Seegers Union during the fall 2011 semester. It is a system that uses vegetation to absorb moisture and help reduce precipitation runoff, improve building insulation and absorb carbon dioxide that would otherwise be released into the atmosphere. The project was funded by a gift from PPL Corporation, a Fortune 300 electricity provider headquartered in Allentown, that uses green roof technology on its own facility.

Abroad Now Includes Ireland

A study abroad program in Ireland joins the other 158 Muhlenberg programs in 60 countries for students who seek global education opportunities. As a discipline-specific experience based at Dublin City University (DCU), the program is designed for students majoring in media and communication or film studies, although any student who has completed the required prerequisites is welcome to participate. In spring 2012, the inaugural group of 13 participating students was accompanied by associate professor of media and communication, Jefferson Pooley, Ph.D. Pooley taught one required course to the participants who took two more through DCU. All of the students participated in internships in media and communication that matched their skills with various companies located throughout the City of Dublin. The program includes a weeklong study tour in London with tours of historical sites and media establishments. Participants chose between video production, public relations, advertising or web marketing jobs. With Ireland’s youthful population, the country is an ideal location for undergraduate study abroad. DCU, which enrolled its first students in 1980, is located on an 85-acre campus just a 10-minute drive from central Dublin. More than 52% of the class of 2012 participated in a study abroad program. Other discipline-specific study abroad opportunities offered by Muhlenberg include the London theatre program at Goldsmiths College and a program for accounting, business and economics majors at the University of Maastricht in the Netherlands, both offered during the fall semester.
New Chaplain Named
The Reverend Callista Isabelle was named chaplain at Muhlenberg College in December 2011. She began her service at Muhlenberg on February 13, 2012. Prior to Muhlenberg, Rev. Isabelle was the associate university chaplain at Yale University where she served since 2006. A native of Iowa, Isabelle is a 2000 graduate of Gustavus Adolphus College in Saint Peter, Minn. She is also a 2005 graduate of Yale Divinity School and the Yale Institute of Sacred Music. Isabelle is an ordained minister in the Evangelical Lutheran Church in America (ELCA) and has participated in several ELCA Global Mission Events. At Muhlenberg, Isabelle is a member of the College’s senior staff and has responsibilities for all religious life programs on campus. The chaplain is actively involved in campus life, and is a critical part of campus counseling and crisis management efforts.

German Delegation Visits
On May 16, 2012, President Helm greeted Dr. Reiner Haseloff, minister-president of the German state of Saxony-Anhalt, and a delegation touring America to celebrate the upcoming 500th anniversary of the Reformation. The group presented to President Helm a four-foot replica of a Martin Luther statue. Muhlenberg College’s namesake played a predominant role in the missionary work of German Protestants and other Europeans who had fled the continent after the 30 Years War to start new lives in the new America. The connection to German Lutherans in Pennsylvania led to the asking, in 1734, for educated pastors from the mother country. Heinrich Melchior Muhlenberg arrived in America in 1742 and toiled in the creation of a nationwide church organization that today considers him the patriarch of the Lutheran Church in North America. Two of Muhlenberg’s sons became prominent figures in the formation of the government of the United States of America.

Jewish Studies New Major
Muhlenberg College will offer Jewish studies as a major starting in fall 2013, expanding on the Jewish studies minor introduced in 1988. It is the first new major added to the curriculum since film studies and finance were approved in 2006. The field of Jewish studies is dedicated to the critical analysis of Jewish texts, ideas, culture and historical experience within the broader context of the study of the humanities. The College’s commitment to a diverse community, and creative engagement in that diversity, is embodied in the 22-year record of its Institute for Jewish-Christian Understanding. A Jewish studies major will be a significant plus for prospective students who are considering Muhlenberg, and the one-third on campus who identify themselves as Jewish, and many others. Courses taken abroad at institutions in Israel and Europe, as well as through the College’s newly-established agreement with the Jewish Theological Seminary in New York, will provide further opportunities.
Awards

- Daniel J. and Carol Shiner Wilson Award – Joe Elliott, professor, art; Dr. Michael Huber, associate professor, mathematics; Dr. Marcia Morgan, visiting assistant professor, philosophy; Dr. Margo Thompson, assistant professor, art
- 2011 Creative Capital/Warhol Foundation Arts Writers Grant – Anze Emmons, assistant professor, art
- Robert C. Williams Faculty Award – Dr. Anne Esacove, assistant professor, sociology/anthropology
- 2011 NYAA Youth Baseball Coach of the Year Award – Ron Fillis, lead groundskeeper
- Donald B. Hoffman Research Fellowship – Dr. Barri Gold, associate professor, English
- Class of ’32 Research Professor – Dr. John Malsberger, professor, history
- National Association of Advisors for the Health Professions Outstanding Service Award – Lori Provost, director, health professions office
- Award for the Outstanding Advisor to First Year Students – Dr. Kate Richmond, assistant professor, psychology
- The Society for the Psychological Study of Social Issues 2012 Innovative Teaching Award Honorable Mention – Dr. Stefanie Sinno, assistant professor, psychology
- Irish Education 100 – Dr. John Sullivan, associate professor, media & communication
- Whitehall Athletic Hall of Fame – Frank Szoke, groundskeeper
- Association of Fundraising Professionals Distinguished Honoree Awards – Dean Emerita Dr. Carol Shiner Wilson and Dr. Daniel J. Wilson, professor, history

2012-2013 American Council on Education (ACE) Fellow

Dr. Kathleen Harring, associate dean for institutional assessment and professor, psychology

American Chemical Society’s Rising Star

Dr. Christine Ingersoll Fermier, associate professor, chemistry

CUPRAP Rising Star

Bill Keller (right), new media specialist, receiving award from CUPRAP Association of Communicators in Education board member Andy Back
Honorary Doctorate Degrees Awarded

At Commencement on May 20, 2012, President Helm presented honorary doctorates to four recipients: Mary L. Schapiro, 29th Chairperson of the U.S. Securities and Exchange Commission; Jeannette R. Ickovics, Ph.D., ’84, professor of epidemiology and public health and psychology at Yale University; Zack Rosenberg and Liz McCartney, co-founders of the post-disaster rebuilding organization, the St. Bernard Project. Schapiro delivered the 164th Commencement Address to the 599 graduates, their families, faculty, alumni and friends.

Recent Books by Faculty


Tenure Awarded

Troy Dwyer, associate professor of theatre
Dr. Gretchen Gotthard, associate professor of psychology and neuroscience
Dr. William “Chip” Gruen, associate professor of religion studies
Dr. Roland Kushner, associate professor of business
Dr. Eileen McEwan, associate professor of French
Dr. Kate Richmond ’00, associate professor of psychology
Dr. Margo Thompson, associate professor of art

Promotions to Professor

Dr. Chris Borick, professor of political science
Dr. Francesca Coppa, professor of English
Dr. Christine Ingersoll Fermier, professor of chemistry
Dr. Elyn Rykken, professor of mathematics
Dr. Susan Schwartz, professor of religion studies
Adult Education

Risk: For-Profit Education and the Financially Struggling College

For-profit colleges, whose practices often do not have a student’s best interest in mind, state universities facing budget shortfalls, and small colleges with declining student populations, have become an increasingly significant form of competition and risk for The Wescoe School. Many for-profit schools have lowered academic standards and have turned to using hard-sell marketing tactics, many times failing to provide all they promise to prospective students. These colleges are reaping the benefits of the good will and public trust that have been built by not-for-profit colleges like Muhlenberg for hundreds of years. These shortsighted tactics, which some not-for-profit colleges have also since adopted, may be financially beneficial to these institutions in the short-term, but may be detrimental to the students, alumni and reputation of the schools in the long run.

The reward: Wescoe graduates typically advance after their college diplomas are earned. Since receiving her bachelor’s degree in business administration with a healthcare management concentration, Ada Rivera ’09 (above) has been promoted to associate director of Centro De Salud, Center for Health, at Lehigh Valley Health Network. She has also been appointed to the Cancer Control Prevention and Research Advisory Board by Pennsylvania Governor Tom Corbett.
Reward: Educational Return on Investment (ROI)

The Wescoe School remains committed to offering its students a sound return on their educational investment. Here’s why:

- With 246 total students, Wescoe awarded 129 degrees to graduates in 2011-2012.
- Wescoe is a program provider for the Pennsylvania State CareerLink/Workforce Investment Board and offers 15 approved programs.
- Sound academic and career advising and mentoring remains a major strength of The Wescoe School.
- New offerings such as the business concentration in supply chain management were developed, drawing upon the experience of Muhlenberg faculty and local business leaders in the field.
- Majors such as information systems and financial services management are updated frequently by an industry leader advisory board to advance the most relevant curriculum for our students and the local businesses that hire them.
- The Wescoe School offers on-site programs at local business organizations such as Lutron Electronics Inc. and Lehigh Valley Health Network.
- Possibilities to work with local companies through capstone projects, fieldwork at local public schools for student-teachers or internships provide excellent opportunities for students to network in their career fields of choice.
Everything feels risky on the college admissions front these days. From public to private higher education, the marketplace continues to split into those who succeed and those who are beginning to fail – and that divide became wider and more pronounced this year.

So far, Muhlenberg has stayed on the right side of that divide. In fact, the College topped 5,000 applications for first-year admission for the first time in its history this year. And another fine class has chosen Muhlenberg for its undergraduate experience. All of this is a tribute to the hard work of faculty and staff and students across the breadth of the campus, all of whom collaborate each year to make Muhlenberg the dynamic, active, attractive place that it is.

Another risk much in the current news is the worry about “discount rates” in higher education – that is, the percentage of each tuition dollar given back in the form of institutional grant/scholarship aid (a “discount” on the cost of tuition). This is a tricky balancing act for every college. Too little aid, and students can’t afford you or simply choose against you. Too much aid, and you can’t fund all of the important educational and co-curricular efforts that enrich the student experience.

So far, Muhlenberg has managed this delicate balancing act in a kind of “just right” ballet. But it isn’t easy. This past spring, in the “regular decision” term in the admissions cycle, we had over $20 million dollars in financial aid offers on the street. We only wanted to actually spend about $4 million of that. We do a lot of modeling and customizing each spring to try to engineer a “just right” outcome, but it’s a high stakes risky business every year.

The 2011-2012 admissions cycle ended on a high note, but is now in the rearview mirror. Who knows what risks 2012-2013 will bring? Our goal will be to once again help Muhlenberg finish on the right side of that yawning educational divide.

Christopher Hooker-Haring ’72, P’09, P’10
Dean of Admission & Financial Aid

Professional Study Partnerships

Dentistry: University of Pennsylvania School of Dental Medicine DDS Degree
Engineering: Columbia University NYC BS dual degree
Medicine: Drexel College of Medicine and Lehigh Valley Health Network
Medicine: Temple University School of Medicine and St. Luke's University Health Network
Occupational Therapy: Thomas Jefferson University Master's Degree
Optometry: SUNY College of Optometry
Physical Therapy: Thomas Jefferson University of Philadelphia Doctorate
Music: Moravian College PA Department of Education K-12 Teaching Certification
ROTC: Membership in Steel Battalion through Lehigh University
Incredible Experiences

40+ Majors, Minors & Certifications
Global Education
Senior Year Experience
Pre-Professional and Postgraduate Partnerships
Research Opportunities
Service Learning
Honors Programs
Washington Semester
Career Center
International Scholarly Work

2012-2013 Student Demographics

High School Class Rank
1st Tenth: 45%
2nd Tenth: 25%
3rd Tenth: 12%

SAT Scores
The middle 50% of students enrolled in the first-year class:

Critical Reading: 560-680
Mathematics: 560-680
Writing: 560-680

Geographic Distribution
New Jersey 36%
Pennsylvania 19%
New York 17%
New England 13%
Del./Md./Va./D.C. 6%
Other states/foreign 9%

Renee Hopkins ’12 at the 2012 Commencement Ceremony
Note on Financial Aid

For most students today, decisions about where to attend college are linked to questions of how to afford college. So, if an admissions effort is succeeding at a high level, it is usually due at least in part to a strong partnership with financial aid.

At Muhlenberg, that admissions/financial aid partnership has been both strong and successful. The College awards approximately $29 million in institutional grants and scholarships to deserving students, and the percentage of students receiving financial aid has been steadily increasing, now approaching 80% of the student body.

Adequate financial aid is crucial in ensuring that Muhlenberg can continue to provide both access and choice to this generation of talented students. At a time when the media is very much focused on the amount of educational debt students take with them from their undergraduate experiences, Muhlenberg also works very hard to limit student debt. In fact, of the students who take on educational loans – about 60% of the student body – the average debt at graduation is approximately $23,000.

“We know Muhlenberg can change the trajectory of a student’s life,” says Christopher Hooker-Haring ’72, P’09, P’10, Dean of Admission and Financial Aid. “Often financial aid is a critical part of making all of that possible.”

2011-2012 Student Charges at Comparable Colleges

<table>
<thead>
<tr>
<th>College</th>
<th>Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Muhlenberg</td>
<td>$48,955</td>
</tr>
<tr>
<td>Lehigh</td>
<td>$51,800</td>
</tr>
<tr>
<td>Lafayette</td>
<td>$53,020</td>
</tr>
<tr>
<td>Bucknell</td>
<td>$54,240</td>
</tr>
<tr>
<td>Franklin &amp; Marshall</td>
<td>$54,010</td>
</tr>
</tbody>
</table>

Includes tuition & fees, room & board. SOURCES: Data obtained from each college or university Web site.

Diversity – Fall 2012

- White - 81.00%
- Black or African-American - 2.53%
- Asian - 2.49%
- Non-resident Alien - 0.41%
- Hispanic/Latino - 2.40%
- Not reported - 8.14%
- Two or more races - 2.76%

Muhlenberg’s tradition for achieving a higher graduation rate within six years than other colleges continues to be remarkable.

The department of theatre & dance participated in the *Light It Up Blue* campaign on World Autism Awareness Day on April 2, 2012. The Trexler Pavilion lit up the campus with a cascade of blue light to help raise autism awareness.
**Student Life**

As seasoned student life professionals, it is our responsibility to safeguard our students. Because students are the primary constituents of our enterprise and they are between the ages of eighteen and twenty-two years of age, there will be many instances that we consider to be the ‘uncontrollable unexpected.’ This is a recipe for risky business. Their safety and well being is our highest priority. We are mandated to be in compliance with local, state and national laws in addition to the College's policies and procedures that guide our work. These areas of compliance impact where students live, study, work and participate in athletics, theatre, student organizations and community service. We pay particular attention to the American College Health Association guidelines, Americans with Disabilities Act, the Cleary Act and Title IX, the federal civil rights law that monitors and regulates equal opportunities in education programs and athletic activities.

**Risks and Responsibilities**

- To ensure compliance with Title IX:
  - We hired and trained a Title IX coordinator to assess Muhlenberg’s existing policies and create new guidelines for major stakeholders.
- Due to concerns for the safety of Muhlenberg’s students and faculty members engaged in our robust Community Engagement Program:
  - We ensured compliance with policies and regulations, internal and external, when working with community partners.
  - We monitored the activity associated with students interacting with local residents in community engagement programs on such matters as compliance, transportation, waivers and liability.

**Other Accomplishments**

- We employed crisis management training to ensure the safety of students and maintain the integrity of services to meet their needs through an earthquake tremor, tropical storm and early fall snowstorm that resulted in power outages.
- We experienced a robust beginning to the summer conference program including the hiring of a conference services manager.
- We signed an agreement with the Allentown Police Department (APD) which gave our Office of Campus Safety access to viewing four APD security cameras in our neighborhood.
- We hired an additional certified athletic trainer to oversee the recreational men’s ice hockey and women’s rugby teams in an effort to monitor concussion injuries.

**Where Students Live**

- Students in Residence Halls - 67%
- Students in College-Owned Properties & MILE Houses - 20%
- Students Off-Campus - 7%
- Commuters - 1%
- Fraternities & Sororities - 5%
- Students in Residence Halls - 67%
Greek Week 2012 added a philanthropic component to its events this year in the form of a can castle competition. The competition was held on March 29 and included a can collection, after which the cans were built into a “castle” or other structure. All of the collected food was donated to non-profit organizations after the event. In 2011-2012, 474 students participated in Greek life at Muhlenberg, connected to the eight fraternities and sororities on campus.
Religious Life

Religion is risky business. To believe in things unseen, to talk with people with very different belief systems than yours, to pray, to ask big questions...all of these are risks that we support and encourage. Some enlightening examples:

- Ten Muhlenberg students spent a life-changing week in New Orleans during an alternative spring break trip in March 2012. This trip marks the fourth time Muhlenberg students have volunteered during a break for the St. Bernard Project in New Orleans.

- The Star-Crossed Students launched “Religion with a Twist,” four interfaith dialogues for students in spring 2012. Dozens of students at each session enjoyed a “twist” of frozen yogurt while talking with students of other faith traditions about miracles, holy days and more. The program was sponsored by Sodexo and the Star-Crossed Students, a student club affiliated with the Institute for Jewish-Christian Understanding at Muhlenberg.

- College Chaplain Callista Isabelle can be found at a table in Seegers Union each week with a bowl of free candy and a “Question of the Week.” Students, faculty and staff wander up to the table and write answers to such questions as “What matters to you?” and “Which day in your life would you live over again?”

Left to right: Julia Cagin ’14, Mira Biller’ 14, Dan Ferrazzano ’14 and Julie Klein ’12 of Star-Crossed Students opened the 10th anniversary commemorative service for 9/11 on September 11, 2011, with a candle lighting ceremony at the Allentown Jewish Community Center along with local clergy and community leaders. The students accompanied the ceremony with the reading of a poetic reflection on “The Lighting of the Two White Candles.”
Community Engagement

Consistent with its mission as a liberal arts institution, Muhlenberg College is committed to teaching students to be responsible citizens locally and globally. By applying their liberal arts learning, students develop partnerships designed to benefit others.

Involved in community engagement, students challenge themselves in varying experiences tied to local needs. By connecting with their surroundings, they learn about themselves. Whether completing 300 hours working with a local organization through the AmeriCorps Scholars in Service program or taking a non-credit course through the Civic Fellows program, student volunteers engage and experience Allentown’s diverse communities in deep and meaningful ways. An overwhelming majority of Muhlenberg students (approximately 65%) furnish more than 30,000 hours of volunteer service to more than 30 community agencies each year, ranging from hospitals and hospices to libraries, community centers, public schools and social service organizations.

Highlights

- Writing in the Community - A new service-learning course in partnership with elders at Phoebe Ministries, inmates at Northampton County Prison and students from Roosevelt Elementary School. College students conducted writing workshops and participants received books of their original works at the end of the semester.

- America Reads - Eight Muhlenberg students provided greater literacy exposure to 132 Roosevelt Elementary students who, over the course of 304 classroom hours, received guidance in reading and writing with intentional conversations about future education and career options.

- College Connect - In its first full year, the College Connect initiative brought elementary school children to Muhlenberg’s campus for a full-day college experience. With a total of seven visits, approximately 350 Allentown kids in third through fifth grades visited campus, participated in a library research project, experienced science through a microscope activity, improvised with theatre games and ran through the Life Sports Center. Muhlenberg students, staff and faculty talked with these youth, throughout the day, about career aspirations.

On April 15, 2012, Muhlenberg hosted a celebration of the 250th anniversary of Allentown, bringing together hundreds from the area for a day of performances, entertainment and learning more about the history of Allentown. Over 170 Muhlenberg students volunteered or performed for the event.

Left to right: Seniors Meghan Butler, Katie Sarisohn, Melissa Pieller, Anvi Patel and Stephanie Morrel were honored at the annual Muhlenberg College Board of Associates Community Service Awards dinner on May 3, 2012.
The Career Center reaches out to students to improve their odds at successful career placement. Reaching an all-time high, student engagement increased 85% in the past six years.

- A new career liaison program aligns a key contact in each academic department with a point person in the Career Center.
- The Career Center engaged more than 500 first-year students through the principles of fitness and wellness class.
- Working closely with the Alumni Relations office, the Career Center held five separate events on campus for psychology, humanities, biology, dance and political science, where alumni shared expertise and advice to students.
- The College created a new position, associate director of alumni/student connections, to focus on connecting Muhlenberg alumni and students in ways that are beneficial to both groups and to the institution as a whole. In January 2012, Patrick Fligge ’10 was selected to fill this new role.
- The Center increased connections with students and alumni through social media, the Muhlenberg shadow program and thousands of career interview clips by alumni online.
- The number of alumni who use the Career Center doubled in 2011-2012 from the previous year.
- Founded in 1970, the Center employs peer counselors trained to critique resumes and cover letters and answer career-related questions.
- According to the 2011 Muhlenberg Career Survey, 97.1% of Muhlenberg graduates have found a job or post-graduate program of their choice by one year after graduation.

In 2011-2012, the Muhlenberg College Institute of Public Opinion (MCIPO) conducted more than 8,000 regional, state and national interviews with key findings:

- At the national level, the MCIPO again partnered with the Ford School of Public Policy and the Brookings Institution on the National Survey of American Public Opinion on Climate Change. The findings from the latest December 2011 survey indicate that a growing number of Americans believe there is evidence of global warming and are increasingly linking their observations of weather to their views on the existence of climate change. The study received national attention with the results appearing on network television and in major newspapers such as The Washington Post and Los Angeles Times.
- A February 2012 project examined the views of Pennsylvania voters regarding former Pennsylvania Senator and Republican presidential challenger Rick Santorum. While most Pennsylvanians see Santorum as honest when speaking about his beliefs, most do not share the beliefs he professes.
- The burgeoning natural gas industry in Pennsylvania drew attention from the MCIPO in the last year. The Institute conducted a major study of public attitudes and perceptions regarding drilling in the state in conjunction with the Center for Local, State and Urban Policy, University of Michigan, in fall 2011. The study found Pennsylvanians are optimistic about the natural gas industry, bringing positive change to the state, but harbor serious environmental concerns about the impacts of drilling.
- The Institute again partnered with many local organizations on research projects, including the United Way of the Lehigh Valley, the City of Bethlehem, Renew Lehigh Valley, PPL and the Lehigh Valley Research Consortium.

“Students who use the Career Center report their interactions as extremely helpful and would recommend the Center to others. Our most successful students are the ones who get to know us early and use us often during their time at Muhlenberg.”
– Cailin Pachter, Director

“In our 10th anniversary year, the Institute, as a nationally recognized research center, marked the most productive year in its history with our research being cited in numerous media outlets and academic journals while playing a role in public discourse and decision making.”
– Christopher Borick, Ph.D., Director
During 2011-2012, the Institute for Jewish-Christian Understanding (IJCU) expanded its work as more students and partners took part in the following initiatives:

- The IJCU supported the Star-Crossed Students in starting “Religion with a Twist,” an open forum interfaith dialogue series powered by student leadership in partnership with Sodexo.
- Ministers and rabbis engaged in a yearlong study of the “Sh’m” portion of the daily Jewish morning prayer service.
- In partnership with the Shalom Hartman Institute in Jerusalem, the Institute is developing a North American curriculum for “Christians Engaging Israel,” shifting the basis for engagement from crisis to shared values.
- Muhlenberg College students connected with more than 1,700 local middle and high school youth as service learning leaders in the Youth & Prejudice: Reducing Hatred conferences.
- The IJCU adopted a strategic plan with five key initiatives as the Institute approaches its 25th year:
  1. Strengthening the Youth & Prejudice: Reducing Hatred program, through expanded service learning
  2. Leadership identification and development for the IJCU
  3. Christians Engaging Israel, the creation of a transformative curriculum
  4. Endowment growth and nurturing of legacy gifts
  5. Intercollegiate networking for greater interfaith understanding

Holly Cate, assistant professor of theatre, and Dr. Paul McEwan, associate professor of media & communication, co-directed the Center for Ethics fall 2011 program, Memory & Forgetting, which included more than a dozen events, engaging audiences in questions about the ethics and politics of memory and the morality of remembering and forgetting:

- Twenty faculty received pedagogical grants designed to reach over 400 students and to link course curricula to the theme of Memory & Forgetting.
- Keynote speaker Jonah Lehrer presented his ideas and research on the fluidity of memory in his talk, “Your Memory is a Liar.”
- Authors Jeffrey Olick and Philip Gourevitch engaged in a debate surrounding the subjects of collective memory and national trauma.
- Choreographer and filmmaker Gabi Christa and writer Marie-Celie Agnant hosted a panel on “Arts & Memory,” discussing their artistic remembering of the African diaspora in the Americas and the Caribbean.
- Students participated in a field trip to Washington, DC to visit the World War II Memorial, after which the lead architect of the memorial, Friedrick St. Florian, visited campus.

“Risk Reward”

Jeanette Eichenwald Interfaith Award winner Jordyn Barry ’12 is pictured with The Rev. Peter A. Pettit, Ph.D., director of the IJCU, in Redeemer Lutheran Church, Jerusalem. Shira Kleinman ’12 and Lauren Pappacena ’12 also received the Interfaith Award.

“The Memory & Forgetting program was among the Center’s most successful in our history, bringing internationally recognized journalists, historians, artists and thought-leaders to the campus to speak before standing-room-only audiences. A record number of Muhlenberg courses were pedagogically linked to the program, the result of which included both enriched interdisciplinary classroom experiences and campus-wide engagement.”

– Associate Professor Lanethea Mathews, former Director
Risk lies at the heart of every performance, great or small. Each leap and each line holds triumph and travesty within its reach – and to be a success, the artist must be two things: well-prepared and courageous.

In the department of theatre & dance, our mission is to instill this preparation and courage in our students – in the classroom, in the studio and on the stage. Preparation comes from the study of craft under world-class theatre and dance faculty and guest artists. It comes, too, from the study of the liberal arts at a first-rate institution that values both breadth and depth of understanding.

Courage comes from confidence, which comes from experience, which comes from opportunity. The department’s production program creates opportunities for students to perform, design and direct on stage in top-quality facilities, with significant resources, under expert and attentive mentoring.

This past academic year, we presented a season that frequently and joyously embraced artistic risk. The theatre schedule included an evening of world-premiere plays by students and alumni, the New Voices festival. It featured a difficult and rarely produced Sondheim musical, Merrily We Roll Along.
It showcased an adventurous interpretation of Shakespeare’s *A Midsummer Night’s Dream* and a visionary new translation of Chekhov’s *Three Sisters*. It included Sam Shepard’s technically demanding *Curse of the Starving Class*, as well as Diana Son’s courageous piece of storytelling, *Stop Kiss* – both of which approached risky subject matter with unflinching insight.

In dance, we presented the works of emerging young choreographers in two full-scale mainstage concerts. We also showcased dancers rising to the rigorous demands of professional choreography, including a challenging restaging of Balanchine’s “Valse Fantaisie.”

In addition to more than 250 performance opportunities, the season afforded students numerous occasions to take leadership as the director, designer, choreographer, dramaturg or stage manager of a mainstage production. Our ambition is to provide a wealth of opportunities for all of our students, while presenting thought-provoking, entertaining performances for the campus and the community.

It looks like we’ve been getting it right. *The Princeton Review* has been ranking Muhlenberg’s production program among its top ten for years now, based on ratings received from students. In 2011, it was number one. Rankings aren’t at the top of our list of accomplishments, necessarily, but it’s nice to know that our students have noticed. We hope and believe that the preparation we provide and the courage we cultivate will point students toward success – no matter what careers they choose to pursue.
A bold move: After finishing near .500 in his first two seasons as head coach of the Muhlenberg men’s basketball team, Scott McClary ’94 decided to expand the Mules’ traditional recruiting base and go after players who had opportunities to play at higher levels.

The triumphant reward: The risk paid off handsomely when three top-notch basketball players decided to attend Muhlenberg and play along side Spencer Liddic ’12, one of the College’s all-time greats. Coach McClary and die-hard Mule basketball fans were rewarded when these first-year players helped the team finish 18-9 to reach the Centennial Conference championship game for the first time since 2001.
Milestones

• The women’s basketball team won its fifth Centennial Conference championship in seven seasons, beating top-seeded Johns Hopkins University in the title game for the second year in a row. The Mules (23-6) advanced to the second round of the NCAA Tournament before falling to sixth-ranked University of Mount Union in a game they led until the very end.

• Kelly Kline ‘14 was named CC player of the year in softball after hitting .478 and breaking school records for home runs (12), extra-base hits (26), total bases (105) and slugging percentage (.929) in a season. In only two seasons, Kline became the Mules’ career home run leader with 15.

• Samantha Mayden ‘13 qualified to run in the NCAA Championships in both cross country and outdoor track and field (5,000 meters). She led the women’s cross country team to its highest regional finish ever – seventh place.

• Peter Rice ‘12 was named Most Outstanding Performer at the Centennial Conference indoor track and field championships for the second year in a row and finished his career with a record total of 19 Centennial gold medals. The sprinter also anchored the Mule relay team that won the 4x400 at The Penn Relays – a first for Muhlenberg since 1943.

• Michael Baer ’12, track and field, and field hockey player Brittany DeAngelis ’12 were named first-team Academic All-Americans, giving Muhlenberg nine Academic All-America selections in the last two years.

Basketball players Alexandra Chili ’12 and Spencer Liddic ’12 closed out incredible scholar-athlete careers. Both were named second-team Academic All-Americans and were finalists for the Jostens Trophy, given to the top player in Division III. Chili was the first player in CC history to score 2,000 points, while Liddic became the first men’s player to pull down 1,000 rebounds.

The football team, 7-3, finished second in the Centennial Conference. The Mule defense allowed fewer than 300 yards and 20 points per game for the 11th straight season. Senior linebacker Patrick McDonough ’11 was just the third Mule ever named to the American Football Coaches Association All-America team.

Muhlenberg College basketball players ran a spring 2012 basketball clinic at Allentown School District’s Raub Middle School. The idea originated with Raub’s Leadership Club member and 8th grader, Unique Harris, who recruited Raub students to participate. Pictured here with Unique are Muhlenberg College basketball teammates, Matthew O’Hara ’13, Ryan Lagomarsino ’13, Hunter Forsman ’13 and Jesse Lerner ’15. This is just one of the dozens of service projects carried out by athletic teams throughout the year.

The women’s volleyball team on October 11, 2011 read to third grade students at Sacred Heart Regional School as part of their commitment to community.
**Public Relations**

One of the largest risks a college has is reputational risk. Damage to a college’s reputation can have a significant impact on fund raising, alumni relations and admissions. The Pennsylvania State University situation, Division I athletic scandals and fiscal crises have cost institutions dearly. While it’s not always possible to avoid crises, how an institution meets such challenges can be critical to its reputation.

Happily, Muhlenberg has had few such moments in its history – and has responded well to those crises that have challenged its reputation. We bounced back quickly from a tumultuous leadership transition in 2002, bonded as a community during the great recession of 2008-2009 and became an even stronger community after a student death in 2010.

The entire campus participates in our public relations efforts. Our community service and civic engagement, which has been recognized by the Carnegie Foundation and the President’s Honor Roll for Community Service, also contribute greatly to the College’s reputation in the Lehigh Valley and across the country.

The College’s reputation – in Allentown, throughout the Lehigh Valley and across the country – is arguably stronger and more positive than ever. Muhlenberg is gaining national attention for the accomplishments of its students, faculty and staff. *College Insider* (and the *Huffington Post*) listed us as one of the 21 hottest liberal arts colleges in America. Our undergraduate theatre program was ranked #1 by *The Princeton Review*. Admissions exceeded the 5,000 application mark with a superb Class of 2016 enrolled, including 21 incoming first-year students from the state of California.

High profile media placements all year keep Muhlenberg’s reputation strong, positive and top-of-mind for the public:

- Theatre Assistant Professor Troy Dwyer was on *CBS News* as an expert resource about drag culture.
- *The Chronicle of Higher Education* ran an op/ed by Biology Professor Bruce Wightman, Ph.D., that provided a better rationale for science literacy.
- Political Scientist and Associate Professor Chris Borick, Ph.D., continues to be a national political “quotemeister.”
- Muhlenberg faculty and staff in various disciplines have been cited or mentioned in places such as *The Washington Post* (religion studies and environment science), *Washington Times* (political science), *U.S. News & World Report* (admissions success), *Entertainment Weekly* (psychology), *The New York Times* (media and communication, political science) and the *Detroit Free Press* (chemistry).
- *The Jewish Exponent* featured Jewish life on campus, as did an Associated Press story that ran in more than 200 papers nationwide.
- President Helm was quoted extensively in an article on tuition increases in *University Business* magazine.
- The Fritz family was featured in an article about the 529 tuition plan in *Money* magazine.
- *The Philadelphia Inquirer*, Associated Press and *Morning Call* featured Patrick Molloy ’15; President Helm and college faculty wrote op-eds that appeared in the *Inquirer*, *Morning Call* and several other papers across the state.
- Cindy Amaya Santiago ’01, admissions office, was honored with a Human Relations Commission Award from the City of Allentown.
Muhlenberg College 2011-2012 Rankings

1. Best college theatre program by The Princeton Review. This is the fifth year in a row that the College’s department of theatre & dance has been ranked in the top ten. (2011)

6. Rank as “most artistic” college in the nation by Newsweek and The Daily Beast. (2011)

19. Rank for “easiest campus to get around” by The Princeton Review. (2011)

20. College rank for “most accessible professors” by The Princeton Review. (2011)

21. Number of colleges the Huffington Post lists as the hottest, Muhlenberg included! (2011)

43. “200 Best Value Private Colleges” ranking by Kiplinger’s. (2011)

177. Rank in terms of colleges and universities “that contribute to the public good” by The Washington Monthly. (2011)


In the summer of 2012, Muhlenberg teamed up with Blackboard Mobile to create a mobile app for the College. The application delivers up-to-the-minute content for mobile devices. From campus events to course details, the Mule app launched fall 2012. Left to right: The IT and PR communications team is comprised of Systems Manager Tom Roth, New Media Specialist Bill Keller, Webmaster Phedra Fishbein ’03 and Web Architect Carolyn Brown Ray.
Development & Alumni Relations

While making a gift to a non-profit can seem risky in this economy, Muhlenberg’s strong market position ensures your annual gift is a sound investment. When alumni, parents and friends make a financial commitment to Muhlenberg College, they recognize that their investment will pay dividends each and every day in the lives of our students and alumni. There is no more worthwhile investment than in a Muhlenberg education. The development and alumni relations office is proud to steward your contribution to the Muhlenberg experience.

As you read the pages of this annual report, you can see that our students, guided by our first-rate faculty, are leading the way in approaching and solving problems using the knowledge, values and skills offered by our top-notch liberal arts education. These tools are more needed than they ever have been, which in turn makes your investment in Muhlenberg more valuable than it has ever been. The reward, as alumni and parents well know, is demonstrated again and again in the leadership and service of our graduates. Thank you so very much for your continued support.

Highlights

• The College received a new $1 million multi-year commitment from James R. Lentz ’66 and Debra A. Lentz for need-based scholarships in theatre and dance.
• The Oak Foundation of Geneva, Switzerland, committed $500,000 over five years to support students with learning differences. Muhlenberg has committed to raising endowment funds to match this effort.
• Gifts to The Muhlenberg Fund totaled $1,932,147.
• Leadership donors in our Henry Melchior Muhlenberg Society (HMMS) contributed a total of $7.45 million to the College, with $1.42 million designated to The Muhlenberg Fund.
• Realized bequests and trusts totaled $1,928,219 this year.
• Once again, Muhlenberg parents demonstrated outstanding support, with 61% of them making a gift to Muhlenberg.
• The 2011-2012 Faculty and Staff Campaign achieved 61% participation.
• The Class of 2012 “Broke the Brueck” when it exceeded the challenge of Board Chair Rich Brueckner ‘71, P’04, P’10 by reaching 41% participation in the senior class gift campaign.
• Reunion/Homecoming Weekend 2011 brought more than 800 alumni and their guests to campus.
• An alumni survey resulted in 1,582 alumni sharing their thoughts on development and alumni relations efforts.
• MuhlNet, an exciting new alumni/student career initiative, allows students to connect with alumni and alumni to connect with one another in career-related ways.

2011-2012 Major Areas of Support

- **Endowment $4,080,212 - 49.3%**
- **Current Operations $3,371,356 - 40.7%**
- **Capital $825,369 - 10%**

2011-2012 Constituent Giving

- **Alumni 43.2%**
  - Bequests $1,203,553
  - Gifts $2,368,417
  - Total $3,571,970
- **Friends 17.5%**
  - Bequests $724,242
  - Gifts $725,893
  - Total $1,450,135
- **Parents 10.8%**
  - Total $895,595
- **Corporate, Foundation & Government 28.2%**
  - Total $2,330,384
- **Ecclesiastical 0.3%**
  - Total $28,853

Total $8,276,937
The Class of 2012 Senior Class Connections Campaign Committee (l to r): Jonathan Landau, David Cordero, Lisa Peterson, Jeff Brancato, Jess Strauss and Phil Weisgold. (Not pictured: Kelly Kirkley and Becca Liben).
Investing in the current world economy is certainly a risky venture. Using an outside consultant and a knowledgeable Trustee Finance & Investment Committee, Muhlenberg has been able to sustain the endowment fund this past year. Investment diversification, managing liquidity needs and close monitoring have helped this effort.

Keeping costs down and modeling sustainable practices are additional challenges in a risky world. Our plant operations staff has stepped up their monitoring of utility usage by installing steam flow-rate meters in all buildings supplied by the central steam plant and adding front-end computer controls. These improvements will allow the College to measure the energy used by each building, providing essential information for investment-level decisions concerning renovations and energy-related projects.

In addition, an extensive inventory list was recently expanded to comply with Title IX requirements and assist in ensuring the College is adhering to federal, state and local government regulations and requirements.

Some accomplishments:

- Locked in electric rates saved $131,000 in 2011 when compared to the floating market rate.
- Supported and expanded new and existing technologies across campus, specifically ePortfolios, iPad use in the classrooms and student response systems through a partnership of the academic instructional designer, the office of information technology, Trexler Library, the Faculty Center for Teaching and the College Committee on Information Technology.
- Constructed a 1,188 square-foot green roof system on top of Seegers Union outside the Wood Dining Commons mezzanine.
- Installed five outdoor security cameras at the edges of campus in a joint project with the Allentown Police Department (APD). Campus safety and APD are monitoring these cameras along with four other cameras that were installed previously.

On October 1, 2012, Moody’s Investors Service re-affirmed Muhlenberg College’s bond rating, in a year where many other college and universities across the country were downgraded. The College has now maintained an A1 rating with Moody’s since January of 2002.

According to Moody’s, the A1 rating reflects Muhlenberg’s robust operating performance, strong financial resources and solid liquidity. The College has demonstrated superior fiscal management with consistently robust operating margins well above the A-rated peers.
Technology Report: Mobility

Mobility is a topic of importance on every college campus. Students and faculty utilize, or wish to utilize, an array of mobile devices to accomplish academic, recreational and administrative tasks. The College resources necessary to facilitate and support such access, within the bounds of reliability and security, are significant.

Muhlenberg is addressing mobility on a number of fronts. Last year, we reached the milestone of 100% Wi-fi coverage campus-wide. This consists of nearly 500 wireless access points and redundant controllers. Muhlenberg Wi-fi access is not just a “bolt-on;” it is integrated into network access control and fully monitored for performance. Over 7,000 wireless devices are registered to the College network.

The College is in transition to all things Web, from traditional web page maintenance to digital content management; from serving up fixed information to self-service and contextual responses; from static information to e-forms and support for improved workflow, all accessible from traditional and mobile platforms. These enhancements promote efficiency in the work of content managers, while facilitating content creation with a focus on relevance and efficacy.

Muhlenberg College released a suite of multi-platform mobile apps early in the fall 2012 semester, providing mobile access for course information, maps, campus calendar, campus directory, the Trexler Library catalog and more. Enhancements to the suite will continue throughout the year, including sports and news. The app includes Blackboard’s Mobile Learn application as well.

Mobile devices have many forms - including the radios of emergency first responders. The campus has begun deployment of DAS (distributed antenna system) technology to ‘repeat’ cell phone and emergency responder signals in underserved campus buildings.

Mobility for communication and data transfer, for teaching and learning and for security and efficiency, will remain a topic of importance for the foreseeable future.

East Hall Overhaul: Constructed in 1903, Muhlenberg’s oldest, most endearing residence hall, East Hall, is set to undergo major renovations. The goals include more social spaces that foster a sense of community and are strategically located for privacy zones while providing visual and physical connectivity to the greater campus. Spillman Farmer Architects, Bethlehem, Pa., has been appointed architect for the project and The Whiting-Turner Contracting Company, Allentown, Pa., is construction manager. Estimated project completion: Fall 2014.
### Risk Reward

**Fiscal Year 2011-2012**

**Balance Sheet**

<table>
<thead>
<tr>
<th>Assets</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$20,400,840</td>
<td>$15,852,546</td>
<td>$15,269,629</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>36,041,175</td>
<td>33,909,590</td>
<td>27,778,273</td>
</tr>
<tr>
<td>Contributions receivable - current</td>
<td>1,281,221</td>
<td>2,184,996</td>
<td>2,235,623</td>
</tr>
<tr>
<td>Accounts receivable and other current assets</td>
<td>2,069,998</td>
<td>2,279,831</td>
<td>2,408,244</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>183,735,224</td>
<td>182,666,180</td>
<td>156,575,447</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>4,980,690</td>
<td>5,469,951</td>
<td>6,008,362</td>
</tr>
<tr>
<td>Land, buildings and equipment - net</td>
<td>169,282,756</td>
<td>172,187,477</td>
<td>165,509,458</td>
</tr>
<tr>
<td>Beneficial interest in perpetual trusts</td>
<td>8,297,376</td>
<td>8,748,911</td>
<td>7,674,501</td>
</tr>
<tr>
<td>Funds held by trustee and other assets</td>
<td>7,945,960</td>
<td>7,472,132</td>
<td>13,146,064</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>434,035,240</strong></td>
<td><strong>430,771,614</strong></td>
<td><strong>396,605,601</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>8,089,538</td>
<td>7,456,671</td>
<td>8,587,929</td>
</tr>
<tr>
<td>Deferred income and student credit balances</td>
<td>3,947,435</td>
<td>4,253,909</td>
<td>3,999,794</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>72,510,000</td>
<td>73,885,000</td>
<td>75,205,000</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>23,614,915</td>
<td>16,051,078</td>
<td>15,300,666</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>108,161,888</strong></td>
<td><strong>101,646,658</strong></td>
<td><strong>103,093,389</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>217,558,247</td>
<td>219,391,860</td>
<td>195,606,746</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>42,153,745</td>
<td>46,128,862</td>
<td>38,960,564</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>66,161,360</td>
<td>63,604,234</td>
<td>58,944,902</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>325,873,352</strong></td>
<td><strong>329,124,956</strong></td>
<td><strong>293,512,212</strong></td>
</tr>
</tbody>
</table>

**Total Liabilities and Net Assets**

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>$434,035,240</strong></td>
<td><strong>$430,771,614</strong></td>
<td><strong>$396,605,601</strong></td>
</tr>
</tbody>
</table>

**Mighty Cool:** Facing southward on the hill looking toward the City of Allentown’s Cedar Beach lies this beautiful new bed of geraniums, stenciled almost perfectly in the College’s initials. Maintained by the College’s grounds crew, the MC garden is a proud reminder to passersby what lies above and beyond.
### Statement of Activities & Changes

**Unrestricted Net Assets**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues</th>
<th>Expenses</th>
<th>Change in Unrestricted Net Assets</th>
<th>Change in Temporarily Restricted Net Assets</th>
<th>Change in Permanently Restricted Net Assets</th>
<th>Increase (Decrease) in Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
<td>2010</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and fees (includes The Wescoe School)</td>
<td>$91,337,214</td>
<td>$87,974,111</td>
<td>$85,040,299</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less: College-funded scholarships</td>
<td>(30,187,270)</td>
<td>(28,601,384)</td>
<td>(26,747,888)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net tuition and fees</td>
<td>61,149,944</td>
<td>59,372,727</td>
<td>58,292,411</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private gifts, bequests and grants</td>
<td>2,848,294</td>
<td>1,970,232</td>
<td>2,433,196</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment and other investment income</td>
<td>4,304,639</td>
<td>4,128,097</td>
<td>3,906,203</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment gains (losses) &amp; gains from spending policy</td>
<td>(3,705,433)</td>
<td>11,227,603</td>
<td>6,335,334</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>20,263,917</td>
<td>19,096,714</td>
<td>18,757,462</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other sources and swap market value adjustment</td>
<td>(4,987,880)</td>
<td>5,903,914</td>
<td>(1,022,812)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>4,986,296</td>
<td>7,347,885</td>
<td>5,578,541</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>84,859,777</strong></td>
<td><strong>109,047,172</strong></td>
<td><strong>94,280,335</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction and research</td>
<td>37,824,804</td>
<td>37,680,621</td>
<td>35,301,869</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Wescoe School</td>
<td>1,897,795</td>
<td>2,162,496</td>
<td>2,135,403</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td>2,986,499</td>
<td>2,889,480</td>
<td>2,845,361</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student services</td>
<td>8,988,221</td>
<td>9,256,816</td>
<td>8,635,238</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General administration</td>
<td>5,585,944</td>
<td>5,693,149</td>
<td>5,419,918</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General institution and other expenses</td>
<td>9,239,182</td>
<td>8,944,745</td>
<td>8,522,301</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>7,317,880</td>
<td>6,928,322</td>
<td>6,508,756</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>12,853,065</td>
<td>11,706,429</td>
<td>9,769,801</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>86,693,390</strong></td>
<td><strong>85,262,958</strong></td>
<td><strong>79,133,647</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in Unrestricted Net Assets</td>
<td><strong>(1,833,613)</strong></td>
<td><strong>23,785,114</strong></td>
<td><strong>15,146,688</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in Temporarily Restricted Net Assets</td>
<td></td>
<td></td>
<td></td>
<td><strong>Private gifts, bequests and grants</strong></td>
<td>2,449,268</td>
<td>3,276,173</td>
</tr>
<tr>
<td>Endowment income</td>
<td>1,793,353</td>
<td>1,522,139</td>
<td>1,502,737</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment gains (losses)</td>
<td>(3,673,328)</td>
<td>8,999,151</td>
<td>2,768,595</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other sources</td>
<td>439,575</td>
<td>718,720</td>
<td>704,137</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>(4,983,985)</td>
<td>(7,347,885)</td>
<td>(5,578,541)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Temporarily Restricted Net Assets</strong></td>
<td><strong>(3,975,117)</strong></td>
<td><strong>7,168,296</strong></td>
<td><strong>3,743,928</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in Permanently Restricted Net Assets</td>
<td></td>
<td></td>
<td></td>
<td><strong>Private gifts, bequests and grants</strong></td>
<td>2,848,906</td>
<td>3,465,102</td>
</tr>
<tr>
<td>Endowment income</td>
<td>162,066</td>
<td>122,132</td>
<td>101,147</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net change in beneficial interest in perpetual trusts</td>
<td>(451,535)</td>
<td>1,074,409</td>
<td>852,820</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>(2,311)</td>
<td>(2,311)</td>
<td>(2,500)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Permanently Restricted Net Assets</strong></td>
<td><strong>2,557,126</strong></td>
<td><strong>4,659,332</strong></td>
<td><strong>2,609,719</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (Decrease) in Net Assets</td>
<td>(3,251,604)</td>
<td>35,612,744</td>
<td>21,700,335</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Assets</td>
<td><strong>Beginning of year</strong></td>
<td><strong>$329,124,956</strong></td>
<td><strong>293,512,212</strong></td>
<td><strong>271,811,877</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>End of year</td>
<td><strong>$325,873,352</strong></td>
<td><strong>$329,124,956</strong></td>
<td><strong>$293,512,212</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
President's Staff (l to r): Michael Bruckner, vice president, public relations; The Rev. Callista Isabelle, College chaplain; Kent Dyer, P'07, P'10, chief business officer and treasurer; Karen Green, vice president for student affairs and dean of students; Chris Hooker-Haring ’72, P’09, P’10, dean of admission and financial aid; Peyton Randolph Helm, Ph.D., president; Rebekkah Brown ’99, vice president, development and alumni relations; John Ramsay, Ph.D., P’12, P’14, provost; Ken Butler, executive assistant to the president.

Location: Baker Center for the Arts

---

<table>
<thead>
<tr>
<th>Item</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and fees (includes The Wescoe School)</td>
<td>$91,337,214</td>
<td>($30,187,270)</td>
<td>$87,974,111</td>
</tr>
<tr>
<td>Less: College-funded scholarships</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net tuition and fees</td>
<td>$61,149,944</td>
<td>$59,372,727</td>
<td>$58,292,411</td>
</tr>
<tr>
<td>Private gifts, bequests and grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment and other investment income</td>
<td>$2,848,294</td>
<td>$1,970,232</td>
<td>$2,433,196</td>
</tr>
<tr>
<td>Endowment gains (losses) &amp; gains from spending policy</td>
<td>$4,304,639</td>
<td>$3,906,203</td>
<td>$3,906,203</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>($3,705,433)</td>
<td>($11,227,603)</td>
<td>($6,335,334)</td>
</tr>
<tr>
<td>Other sources and swap market value adjustment</td>
<td>$20,263,917</td>
<td>$19,096,714</td>
<td>$18,757,462</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>($4,987,880)</td>
<td>($5,903,914)</td>
<td>($1,022,812)</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$79,873,481</td>
<td>$101,699,287</td>
<td>$88,701,794</td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>Expense</th>
<th>2012</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction and research</td>
<td>$37,824,804</td>
<td>$35,301,869</td>
<td>$35,301,869</td>
</tr>
<tr>
<td>The Wescoe School</td>
<td>$1,897,795</td>
<td>$2,162,496</td>
<td>$2,135,403</td>
</tr>
<tr>
<td>Library</td>
<td>$2,986,499</td>
<td>$2,889,480</td>
<td>$2,845,361</td>
</tr>
<tr>
<td>Student services</td>
<td>$8,988,221</td>
<td>$9,256,816</td>
<td>$9,256,816</td>
</tr>
<tr>
<td>General administration</td>
<td>$5,585,944</td>
<td>$5,693,149</td>
<td>$5,414,918</td>
</tr>
<tr>
<td>General institution and other expenses</td>
<td>$9,239,182</td>
<td>$8,944,745</td>
<td>$8,522,301</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$7,317,880</td>
<td>$6,928,322</td>
<td>$6,509,756</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>$12,853,065</td>
<td>$11,706,429</td>
<td>$9,768,801</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$86,693,390</td>
<td>$101,699,287</td>
<td>$88,701,794</td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>Change in Unrestricted Net Assets</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (Decrease in Net Assets)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Assets</td>
<td>$329,124,956</td>
<td>$329,124,956</td>
<td>$329,124,956</td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>Change in Temporarily Restricted Net Assets</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (Decrease in Temporarily Restricted Net Assets)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private gifts, bequests and grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment gains (losses) &amp; gains from spending policy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other sources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (Decrease in Temporarily Restricted Net Assets)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private gifts, bequests and grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other sources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (Decrease) in Net Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>Change in Permanently Restricted Net Assets</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (Decrease in Permanently Restricted Net Assets)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private gifts, bequests and grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in Beneficial Interest in Trust Fund</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (Decrease in Permanently Restricted Net Assets)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private gifts, bequests and grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Endowment income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (Decrease) in Net Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>Change in Unrestricted Net Assets</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (Decrease in Net Assets)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Thanks, Hasbro
Hasbro, Inc. (NASDAQ: HAS) is a branded play company providing children and families around the world with a wide range of immersive world class entertainment offerings, from toys and games, to television programming, motion pictures, digital gaming and a comprehensive licensing program. Hasbro's many beloved brands include TRANSFORMERS, RISK, PLAYSKOOL, G.I. JOE and MONOPOLY. Muhlenberg College thanks the company for permission to carry forward the theme of Risk in this annual report with gamesmanship-like good taste. Learn more at www.hasbro.com.

Photo Credits
Amico Studios, Kenneth Ek, Peter Finger, Bill Johnson, Dan Z. Johnson, William Keller, Jr., Paul Pearson, Snavely Associates, Matthew Wright

Contact Information
By phone: 484-664-3230
By fax: 484-664-3477
www.facebook.com/MuhlenbergCollege
twitter.com/muhlenberg
www.muhlenberg.edu

Letters may be addressed to:
Muhlenberg College
Public Relations
2400 Chew Street
Allentown, PA 18104-5586

Table of Contents
Leadership Message..............................................IFC
Board Leadership..................................................5
Chronology............................................................6
Academics.............................................................7
Kudos.......................................................................12
Adult Education.....................................................14
Admissions............................................................16
Financial Aid..........................................................18
Student Life...........................................................20
Community Engagement..........................................23
Centers & Institutes................................................24
Arts.........................................................................26
Athletics.................................................................28
Public Relations......................................................30
Development & Alumni Relations............................32
Finance.................................................................34
Fiscal Year in Review..............................................36
President's Staff......................................................Inner Flap
Table of Contents................................................Outer Flap
About the Cover

In a world gone flat, global domination – the objective of any game of Risk® player – is today obtained more with economic and intellectual capital than military might. But the concept – to risk all for a position of leadership – is worth the fantasy, at least for a couple of hours with friends and family. Risk, the game, was born in 1957 by Albert Lamorisse, a French movie writer and director who originally called it, La Conquete du Monde, French for The Conquest of the World. In 1959, American game manufacturer Parker Brothers picked it up and moved the game mainstream, and the rest is just risky business for any serious gamer. Hasbro Inc. of Pawtucket, R.I., acquired Parker in 1991 and, over the years, dozens of wicked themes have enhanced the battles for world domination, from Castle Risk, Secret Mission Risk, Lord of the Rings Risk, Star Wars Risk and now as you see in this photograph of a 2009 version, the vintage game of Risk. With copyright permission from Hasbro Inc., the game of Risk in this themed edition of the Muhlenberg College annual report provides a metaphor for the perils, hazards, rewards and consequences of being a high-quality liberal arts institution in higher education today.

For Muhlenberg students and their families, the rewards surely outweigh the risk.

www.muhlenberg.edu