You don’t need to tell an archaeologist that things change. In 1800 B.C.E., Tel Kabri was a thriving commercial center in the Galilee. Its frescoed palace suggests trade with the great Minoan palaces of the Aegean. Three centuries later it was abandoned. Today, it’s a kibbutz producing a million-dollar-a-year crop of avocados and bananas.¹

Things are changing everywhere – and Muhlenberg is no exception (though it’s unlikely we’ll be exporting avocados anytime soon).

There are exciting curricular changes. A new general education requirement that stresses interdisciplinary clusters. The faculty are working hard to roll out at least thirty new interdisciplinary two-course “clusters” for the Class of 2017, including such topics as “Exploring Other Worlds” taught by Amy Corbin (film studies) and Amy Cooper (anthropology), “Sensors and Sensations” taught by Patrick Williams (neuroscience) and Brett Fadem (physics), and “Vienna, the Hapsburg Empire and the Birth of Modernism” taught by Franz Birgel (languages, literatures and culture) and Michael Schnack (music).

There are reassuring changes. A continued rise in the number of applications to Muhlenberg (5,150), setting yet another record despite one of the most challenging admissions environments for colleges nationwide in years.

We have changes that prompt rapid adjustments and recalibrations. A spike in both the number of entering students needing financial aid and the total amount of aid required, for example. The Class of 2017’s financial need exceeded budget by approximately $700,000 – resulting in a quick but careful re-analysis and revision of our budget for fiscal year 2014 to make sure that we could meet student needs but still balance the books. A planning process is underway to assess our best strategies for dealing with increased student need in the future, just in case this becomes the new normal.

There are inevitable, natural changes: retirements of beloved College personalities like Dean of the College for Academic Life Carol Shiner Wilson, Professor Sam Laposata and Jewish Chaplain/Hillel Director Patti Mittleman.

Some changes reflect the increasing interconnectedness of the Muhlenberg community. MuhlNet, the College’s alumni/student career initiative, links students to alumni and alumni to one another and helps all of us leverage the Muhlenberg College bond. We now have 667 MuhlNet volunteers and have facilitated 246 connections. To sign up as a volunteer or learn more, visit MuhlenbergConnect.com/MuhlNet.

Other changes are predictable, but challenging. As the Muhlenberg community becomes increasingly diverse, we must continue and strengthen our commitment to the close-knit “caring College” ethos of our campus. A new Diversity Strategic Planning Process is bringing together faculty, students, staff, alumni and trustees to develop recommendations for ways in which we can be even more inclusive and diverse while nurturing the civility and warmth that have long characterized our campus.

There are annoying changes. Every year seems to bring new government regulations and “guidelines” that compel us to review and tinker with existing policies, then retrain staff to ensure compliance. Consider, for example, the exploding size of the annual Form 990 report which asks just about every question under the sun and at least one that isn’t (whether we generated revenue from indoor tanning services – I’m not kidding!).

Some changes were long overdue. We are finally renovating and adding a new wing to East Hall. The new wing was included in the original building plans in 1903 but never built – until now. The new wing is now in place, A and B sections have already been renovated, and the rest of this signature campus building, beloved by many generations of students and alumni, will be renovated next summer.

We even have non-changes that are worth celebrating. Moody’s and Standard and Poor’s upheld Muhlenberg’s impressive (A1/A+) bond rating while downgrading the outlook for the rest of the higher education sector.

¹My thanks to Professor Eric H. Cline of George Washington University who hosted me at Tel Kabri last summer as I explored fieldwork opportunities for Muhlenberg students in Israel. He also let me do some digging and took the photograph included in this report.

Destination: Greece

President Helm taught a Muhlenberg Integrated Learning Abroad (MILA) course during spring semester 2013. The seminar, on Homeric Epic and Greek History, culminated in a class trip to Greece to study the sites and artifacts associated with Homer’s world and the Greek Bronze Age. The class is seen here in front of the Lion Gate at Mycenae – called “rich in gold” by Homer – a military stronghold that dominated much of the Argolid from about 1600 to 1100 B.C.E.
And then, of course, there is technology, with its accelerating rate of change. Over the past year:

- We launched a suite of Muhlenberg “Apps” for mobile devices. Now you can access the course catalogue, the library collections, the dining service menus, the sports schedules, the campus calendar, campus maps, the faculty/staff/student directory, the College Facebook and Twitter accounts and photos and videos of campus from your smartphone or tablet.

- Trexler Library, in collaboration with its counterparts at Lehigh, Lafayette, Moravian, DeSales and Cedar Crest, has added approximately 30,000 e-books to its collections, with thousands more to come (and no additional shelf-space required).

- On March 20, 2013, Muhlenberg College launched MuhlenbergConnect, the new online community designed to help alumni, students, faculty and staff stay connected with Muhlenberg and each other. Since that time, about 2,800 alumni have joined the new site and are now able to search for classmates, check out alumni events, share and view class notes, make career connections and much more. You can get connected at: MuhlenbergConnect.com.

- A faculty/student/staff/trustee task force on Online Learning has worked to chart a smart path through the multiple options offered by technology, including MOOCs (Massive Open Online Courses), flipped classrooms, digital tools, blogs, online archives, clickers and more. Recommendations will be forthcoming soon, and the College has set aside a million dollars to implement the best proposals. My essay in the spring 2013 issue of Muhlenberg Magazine recounted how my own teaching has already changed to take advantage of these new tools.

- A solar hot-water system was installed for the Alumni Pool in the Life Sports Center, and one is being tested in the College’s “Sustainability House” – if successful, we hope to implement it in other MILE houses.

- The increase in personal mobile devices, including mobile phones, has allowed us to reduce use and maintenance of telephone land-lines on campus (saving $16,000 a year) and to reduce the number of College-owned public-area computers by a projected 10% over the course of two years.

- Documents in College administrative departments are being digitized to improve business practices, reduce paper usage, provide more convenient access to and retrieval of information, and ensure greater security.

Okay, so Muhlenberg is ch-ch-ch-changing – that doesn’t mean we embrace change just for the heck of it. And, of course, there are many things we are determined not to change. Let me end this annual report by spotlighting the most important of these immutables:

We believe in the liberal arts. Yes, we combine the traditional liberal arts fields with selected pre-professional studies, but we remain convinced that the liberal arts have been, are and will remain the best source of that intellectual agility that future leaders will need to adapt and thrive in a changing world.

We are committed to our values. Civility, intellectual rigor, diversity, inclusiveness, fairness and integrity. It’s worth reviewing our statement of institutional values from time to time. You can find that statement at: muhlenberg.edu/committees/strategicplanning/ FundamentalInstitutionalValues.pdf.

We value our close-knit community. The more diverse we become, the more opportunities we have to learn from each other. Our differences must remain a source of inspiration, not an excuse for fragmentation.

We are prudent stewards of the resources entrusted to us. Muhlenberg has lived within its means and balanced its books for the past 58 years. We will continue to do so. We don’t waste money, and we align our financial resources with institutional priorities.

We cannot do everything we would like, but we do the most important things well.

We embrace shared governance. Wise decisions come from careful listening; none of Muhlenberg’s stakeholders has a monopoly on truth. While there are different areas of endeavor in which different stakeholders will bear primary responsibility, we will be better and stronger if we listen to one another with respectful and open minds.

We cherish excellent teaching and engaged learning. Our faculty know that this is our highest priority – always.

I believe that by anticipating and adapting to change while sticking to our core beliefs, Muhlenberg will continue to thrive. Our mission has never been more important to our nation. Yes, we are changing, but those changes are making us better, enhancing the Muhlenberg experience and increasing the value of a Muhlenberg degree. Working together, we will continue to adapt, evolve and thrive, and will hand this College down to the next generation better and stronger than we found it.

President Helm at Tel Kabri in the Galilee region of Israel in summer 2013

Peyton Randolph Helm, Ph.D.
President

Pre-ident’s Message
President’s Staff

Left to right: Ken Butler, executive assistant to the president; Rebekkah Brown ’99, vice president, development and alumni relations; Chris Hooker-Haring ’72, P’09, P’10, dean of admission and financial aid; Kent Dyer, P’07, P’10, chief business officer and treasurer; Randy Helm, president; The Rev. Callista Isabelle, College chaplain; John Ramsay, Ph.D., P’12, P’14, provost; Karen Green, vice president of student affairs and dean of students; Michael Bruckner, vice president, public relations
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 is passionate about teaching, value close relationships with students and is 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.
Richard C. Crist, Jr. ’77, P’05, P’09
NAMED NEW CHAIR

Crist, the president and chief executive officer of the Allstate New Jersey Insurance Company, is a 1977 graduate of the College, and has had two children (Rick ’05 and Samantha ’09) graduate from the College. He was elected to the College’s Board of Trustees in 2006 after service on Muhlenberg’s Board of Observers. Crist and his wife, Cindy, co-chaired the College’s Parents Council from 2004 to 2008. Crist most recently served the Board as chair of the trustee committee for buildings, infrastructure and grounds and as secretary of the Board.

“Rich Crist’s broad business background in general management, ethics, compliance and risk management, and his great passion for his alma mater, position him to be a superb board chair in a time of change and challenge for higher education,” said Muhlenberg College President Randy Helm. “He is widely respected by our trustees and alumni, has superb leadership and listening skills, a tremendous work ethic and a deep knowledge of the institution.”

JULY 2012
Muhlenberg College Professors Michelle Moser Deegan and Roland Kushner issue a report on the state of non-profit organizations in the Lehigh Valley.

AUGUST 2012
Muhlenberg establishes the office of campus sustainability, bringing together students, faculty and staff to seek eco-solutions for the campus.

Muhlenberg is featured in The Princeton Review’s annual college guide, “The Best 377 Colleges;” the department of theatre and dance ranks in the top ten nationwide.

SEPTEMBER 2012
The Muhlenberg app suite is released for iPhone and Android, making it possible to browse the course catalog, the Trexler Library collections, campus activities and more from mobile devices.

Football Coach Mike Donnelly celebrates 100 victories when the Mules defeat Franklin & Marshall College in the Centennial Conference.

Muhlenberg theatre & dance is one of 44 theatre programs in the country to receive the American College Theatre Festival’s Regional Honors designation.

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The George I. Alden Trust, Worcester, Mass., designates $125,000 for renovating and expanding organic chemistry lab facilities.

Muhlenberg is among 1,700 institutions deemed military-friendly by the veteran-owned G.I. Jobs publication.

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Richard C. Crist Jr.’77, P’05, P’09 is named the new chair of the Muhlenberg College Board of Trustees, succeeding Richard Brueckner ’71, P’04, P’10, who held the position for eight years.

Softball breaks the College record for wins in a season by any sport, finishing 31-9-1. Centennial Conference co-pitcher of the year Kelsey Jones ’15 pitches the first perfect game in program history against Misericordia University.

MAY 2013
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Muhlenberg graduates 551 students at Commencement.

Tyler Bauer ’15 (fifth in the javelin) and Samantha Mayden (seventh in the 5,000 meters) earn All-America honors at the NCAA Outdoor Track & Field Championships.

JUNE 2013
College faculty led Muhlenberg Integrated Learning Abroad (MILA) trips to Bangladesh, Botswana, Costa Rica, Greece, Italy and Spain/Morocco.

The addition to East Hall is installed and major renovation continues for fall 2014 completion.

Tyler Bauer ’15 is named an Academic All-American, the sixth Mule in history to be named All-American and Academic All-American and the eighth Academic All-American at ‘Berg since 2005.

President Helm completes his 10th year guiding the College.

Muhlenberg co-sponsors two congressional debates: the 15th Congressional district debate between Charlie Dent and Rick Daugherty and the 17th Congressional district debate between Laurenne Cummings and Matt Cartwright.

The Board of Trustees approves up to $16 million for the renovation and expansion of East Hall.

NOVEMBER 2012
Fourteen Muhlenberg Spanish students, under the direction of Dr. Erika Sutherland, serve as translators at Allentown polling places on Election Day.

Muhlenberg partners with Air Products, creating the Air Products Community Internship Program to match student interns with non-profit organizations in the Lehigh Valley.

Samantha Mayden records the best finish ever by a Muhlenberg cross-country runner at the NCAA Championships, coming in 67th in a field of 277.

The theatre & dance department presents the world premiere of Brighde Mullin’s The Bourgeois Pig, Nov. 28 through Dec 2.

DECEMBER 2012
Jennifer McLarin ’86, director of alumni relations, resigns to enter a Benedictine Abbey in Connecticut.

The Stabler Foundation contributes $125,000 for renovating and expanding organic chemistry lab facilities.

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Ettinger Hall was constructed in 1903-1904 as one of the College’s original buildings when Muhlenberg moved from center city Allentown. The English Renaissance-style exterior housed the central clock and carillon that now adorn the Haas building. For many years, it was the College’s only academic building. As part of “A Greater Muhlenberg” plan created in 1916, the building, known as the Administration Building, became the eastern anchor of a row of three signature College buildings forming the northern edge of the academic quad. The night before Commencement in 1947, the building suffered extensive damage from fire. The third floor was entirely destroyed. The stone shell survived, and the building was ready for use by fall 1948. The building was renamed in 1961 to honor Academic Dean George T. Ettinger. Today, Ettinger is home to the departments of languages, literatures and culture; political science; accounting, business, economics and finance; history; and the office of information technology.
Students create change on college campuses each time they make choices or change their minds about their courses of study. Of all of the movers and shakers of change on college campuses, students have the most at stake. They are taking charge of their futures; shaping their intellectual growth by honing problem-solving skills and expanding bases of knowledge. Semester by semester, they build their academic identities out of the many curricular elements offered by the College.

What are some of the interesting trends in student decision-making, commitment and achievement at Muhlenberg?

**Advanced Placement**

Muhlenberg is enrolling more students who enter the College having done well in high school on challenging Advanced Placement tests. In Muhlenberg’s Class of 2007, 191 students entered the College with 323 exams with a score of “3” or greater. In the Class of 2013, 225 students arrived on campus with 576 exams scored “3” or greater – a 78% increase in the number of impressive scores on these rigorous tests.

**Advanced Placement Growth**

<table>
<thead>
<tr>
<th>Class</th>
<th>Students</th>
<th># Exams</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>191</td>
<td>323</td>
<td>NA</td>
</tr>
<tr>
<td>2013</td>
<td>225</td>
<td>576</td>
<td>+78%</td>
</tr>
</tbody>
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**New Curriculum Design**

Over the past year, the faculty has taken a good hard look at the curriculum in ways to make it more rigorous, more creative, more appealing and always relevant. First-year students will be responding to this new curriculum that is designed to graduate students with the following learned characteristics, consistent with Muhlenberg’s mission:

- **Academic Skills,** developed with a First-Year Seminar and emphases on writing, language and reasoning
- **Intellectual Breadth,** with interdisciplinary programs offering courses within certain distribution areas related to the arts, humanities, natural sciences, mathematics and social sciences
- **Engagement and Social Responsibility,** encouraging connections through the integration of cluster courses, human differences and global engagement, and a capstone Culminating Undergraduate Experience

**Top 5 Majors**

1. Psychology
2. Theater
3. Business Administration
4. Media and Communication
5. Biology

Source: Fall 2012 College Census

**Academics 2012-2013: Muhlenberg Students are Engaging, Humane and Caring**
Customized Academic Identities

In the past eight years, students have graduated with 882 different combinations of majors and minors on their transcripts. What’s so interesting is that 80% of those major and minor combinations were chosen by three or fewer students. Three media & communication majors double minored in art and creative writing. What this suggests is that our students are deliberate about assessing their interests and talents and customizing their programs to their plans for the future.

Popular Arts Programs

The arts have become a core strength at Muhlenberg. In 1994, only twenty-two students (4.9% of the class) graduated with a degree in art, music or theater. Dance did not exist as a major. In the Class of 2013, 16% of all graduates had majored in the arts. At many liberal arts colleges, art enrollments are largely due to elective courses, but Muhlenberg has established programs of unquestioned quality. Muhlenberg students prize their creative talents and develop them by combining the arts with the study of the humanities, sciences and social sciences.

Women Dominating the Dean’s List

Women continue to outperform men academically at Muhlenberg. Nearly 40 percent of the women in the Class of 2013 earned a place on the dean’s list six, seven or eight semesters at Muhlenberg.

Rise of Minors

Muhlenberg students are broadening their academic profiles by adding minors to their programs more frequently. “Single” and “double” minors at the College rose from 26% in the Class of 2006 to 39% in the Class of 2013. There was a corresponding drop in the percentage of “single major only” graduates from 46% among our ‘06 graduates to 31% among members of the Class of 2013. The “Big Four” minors of art, business, public health and Spanish accounted for 41% of all minors during this 8-year period.

Muhlenberg students make the most out of college. Each generation of students reinvents Muhlenberg to align with its vision of the future. Versatility, breadth and achievement are strong themes as recent grads and current students use what they have made of themselves to seize opportunities and adapt to uncertainties.

Rise of Minors

<table>
<thead>
<tr>
<th>Class</th>
<th>Double Minors</th>
<th>Single Major Only</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>26%</td>
<td>46%</td>
</tr>
<tr>
<td>2013</td>
<td>39%</td>
<td>31%</td>
</tr>
</tbody>
</table>
Civic Leadership Starts Here

Stephen Moore ’13, seen here with Dean Karen Green, graduated with a self-designed major in international health studies, chosen to expand his commitment in both international health and public service. These interests began when he was a young child living in a refugee camp in Accra, Ghana, where he witnessed firsthand the suffering that lack of food, water, clothing and medical care could cause. His dedication to his young career included interning at St. Luke’s Community Health Center in Bethlehem, Pa., and being an AmeriCorps Scholar in Pennsylvania while studying at Muhlenberg. Moore’s commitment to service has no bounds. He has studied abroad in Brazil and participated in a summer fellowship at Princeton University’s Woodrow Wilson School of Public Policy and International Affairs. In the Lehigh Valley, he worked with adults who were mentally ill, HIV-positive or recovering drug addicts at the DayBreak Drop-in Center sponsored by the Lehigh County Conference of Churches; mentored youth through the IMPACT program; and helped children in Casa Guadalupe’s summer program. Moore was recognized for his strong community service when he was awarded Muhlenberg’s prestigious Future Alumni Leader Award. Stephen, after graduation, has been working as a therapeutic support staff person at Bethanna, a non-profit organization located in Bucks County, Pa., providing care for children with behavioral health challenges and their families. He plans to return to postgraduate study in the near future to seek a master’s degree in health services administration with a concentration in global health.
“Everything must change, nothing stays the same.” These are the words of the song popularized by the singer Nina Simone. Change can be characterized as disconcerting, stressful, energizing or necessary. For the millennial generation, change is merely part and parcel of their life experience. Since their birth, technology has changed with lightning speed, and they utilize social media for just about everything they encounter. ‘Kodak moments’ are now available via ‘Instagram.’

What has not changed is the transformative nature of the work we offer students. The division of student affairs is a fully integrated part of the student learning process. College is still the venue for broadening their minds and challenging them to investigate new perspectives. It is how we deliver the information that has changed. Many offices within the Division of Student Affairs have Facebook pages that deliver pertinent information and announce upcoming events.

Students continue to describe their experiences working with local communities as life-changing and perspective-altering. More than 54% of Muhlenberg students volunteer at the community level. In the words of one student, “After working with the Allentown community for four years, I have witnessed change on an individual and structural level. I have watched students struggle with reading, adults struggle with language and Muhlenberg volunteers struggle to find connections with people. But the things that keep all of these people coming back are the small victories every day. One of the biggest changes that I can personally attest to is the change in me.” Relationships created between the Muhlenberg and Allentown communities positively impact individuals, organizations and social structures to make us all stronger.

This past year, a noteworthy transformation in the area of multicultural life was realized. Change can be seen particularly in the formation of the Multicultural Council and Diversity Vanguard. Students from diverse backgrounds of race, gender, nationality and sexual orientation have worked together to fashion a cross-cultural community that performs in a coordinated manner for specific goals. Currently, equity in ethnic and racial diversity in hiring, recruitment and integration are goals.

In 2012-2013, athletics and recreation reallocated resources to improve the student-athlete experience at Muhlenberg in keeping with the national conversation concerning fitness and well being. The new assistant director of athletics, Megan Patruno, worked closely with the Centennial Conference and the NCAA to secure funding for educational programs to meet the changing needs of our current student-athlete population. Recreational fitness coordinator, Alexa Keckler, improved the fitness program by collaborating with the division of student affairs to add an indoor cycling studio with several classes each week. Our student-athletes have benefited greatly from the expertise provided by the first full-time strength and conditioning coordinator, Darin Thomas. Additionally, coaches and administrators implemented a new hazing awareness program and student-athlete code of conduct.

Far too often this millennial generation gets a bad rap. They are passionate about the environment, social justice and equity issues, diversity in its broadest interpretation and yes, their technology. In the words of Margaret Mead, “Never doubt that a small group of thoughtful, committed citizens can change the world: indeed it’s the only thing that ever has.”


—KUDOS—

PROMOTIONS TO PROFESSOR

Dr. Luba Iskold
Professor of languages, literatures & cultures

Dr. James Peck
Professor of theatre & dance

Dr. Mark Sciutto
Professor of psychology

RECENT BOOKS BY FACULTY


AWARDS

Class of 1932 Research Professor Joseph Elliott, professor of art & department chair

National Leadership Development Program participant Melissa Falk ’92, associate dean of admissions and financial aid

One of “Five Women Who Shaped Agnes Scott College” Dean Karen Green, vice president for student affairs and dean of students

Class of 1932 Research Professor Dr. Alec Marsh, professor of English

Daniel J. and Carol Shiner Wilson Award Dr. Brian Mello, assistant professor of political science

The Chairman’s Award Harry Miller, director of information technology

American Israel Public Affairs Committee (AIPAC) Ally of the Year Award Gil Schpero ’11, assistant director of Hillel, Muhlenberg College

The President’s Award Muhlenberg Dance Association and Muhlenberg Theatre Association

Robert C. Williams Faculty Award Dr. Elizabeth Nathanson, assistant professor of media & communication

Christian R. and Mary F. Lindback Foundation Distinguished Teaching Award Dr. James Peck, associate professor of theatre

Paul C. Empie ’29 Memorial Award for Excellence in Teaching Dr. Kate Richmond ’00, associate professor of psychology

TENURE AWARDED

Dr. Byungchul Cha, associate professor of mathematics and computer science

Dr. Anne Esacove, associate professor of sociology

Dr. Brian Mello, associate professor of political science

Dr. Stefanie Sinno, associate professor of psychology
At Muhlenberg College’s 165th Commencement on May 19, President Helm presented honorary doctorates to six recipients (seen here left to right): Christian Frederick Martin IV, chairman and CEO of C. F. Martin & Co.; Patricia Wells, a journalist, cooking teacher and author of 11 books; Richard Brueckner ’71, P ’04, P’10, chief of staff of BNY Mellon and retiring chairman of the Muhlenberg College Board of Trustees; President Randy Helm; Isabel A. Wilkerson, Pulitzer Prize-winning author of *The Warmth of Other Suns*, who was the commencement speaker; Ira Flatow, host of NPR’s “Science Friday;” and Christopher Albert Sims, an econometrician, macroeconomist and Nobel Laureate in economics.

**Honorary Doctorate Degrees Awarded**
Another Military Success Story

By the time she graduated from William Allen High School in Allentown in 2004, Alejandra Long Castillo already had four years of Junior ROTC and two years of National Guard service to her credit. She earned this through a “split option” program that allowed her to do her basic training at Fort Leonard Wood, Mo., during the summers of her junior and senior years.

Fast forward nine years: Alejandra is not only married and a mother of two, but she is also a graduate of Muhlenberg College and participated in The Wescoe School’s commencement ceremony in October 2013. Transferring in previously earned course work, she earned her degree in two years and is now applying the knowledge and skills she gained in her program—business administration with a concentration in human resources leadership—in her current work, managing a battalion in Philadelphia.

“The Army and Wescoe have provided me with the structure and stability I needed to advance both my career and life overall,” says Sergeant First Class (SFC) Castillo. “People tease me that I could retire at age 39. But this experience I have opens up doors for me, gateways of opportunities to places such as the FBI and CIA. I could not have done it without the education assistance program run by the National Guard or the Montgomery Post 9-11 G.I. Bill, Ch. 33. I am honored to serve my country and proud to have earned my degree from Wescoe at Muhlenberg.”
Adult students recognize that to make positive changes in their lives, they must seize the moment, reaping practical benefits and specific results to improve their chances at advancement either at their current place of employment or a new one. Change is predicated on obtaining a new degree or certification, either in a completely new area of study or in one where they recognize the need for more knowledge to grow. Being part of the Muhlenberg family is another plus.

Research into adult education reveals two truths that support the Wescoe model:

- Over 80% of adult students prefer in-classroom or blended learning approaches.
- The majority of adult learners prefer advising services through in-person, on-campus interaction.

Wesco’s flexibility and personal approach to learning are its greatest assets. The Wescoe School offers its students a sound return on their educational investment. Here’s why:

- Wescoe is a provider for the Pennsylvania State CareerLink/Workforce Investment Board, offering 15 approved programs.
- Sound academic and career advising and mentoring remain a major strength of The Wescoe School.
- Programs such as the business concentrations in supply chain management, health care management, financial services management and human resources leadership were developed by Muhlenberg faculty and local business leaders in the field.
- Majors such as information systems are updated frequently with input from industry leader advisory boards to advance the most relevant curriculum.
- The Wescoe School offers on-site customized learning at local businesses or organizations such as Lutron Electronics Inc. and Lehigh Valley Health Network.
- Analysis of corporate and organizational business challenges through capstone projects, fieldwork at public schools for student teachers and internships provide excellent opportunities for students to network in their career field of choice.

———Adult Education———

Over 100 students completed their academic program through The Wescoe School in 2012-2013: Bachelor’s, Associate’s, Teacher Certification, Major Certificate and Corporate On-Site Non-Degree programs.

2012-2013 CAPSTONE PROJECT PARTNERS

The Caring Place
City of Allentown IT Department
City of Bethlehem Employees Children’s Scholarship Fund
E-Z Gone Radon
Flint Hill Farm
Foundation of Financial Literacy
One Love Foundation
Pediatric Cancer Foundation of the Lehigh Valley
Turning Point of Lehigh Valley
Volunteer Center of the Lehigh Valley
The Wildlands Conservancy

Jane E. Hudak, M.Ed.
Dean
The Wescoe School of Muhlenberg College

Wesco student Molly Frame, native of Pittsburgh, an art consultant in New York and holder of one undergraduate and two master’s degrees, is shifting from art to veterinary medicine by tackling Muhlenberg’s highly regarded pre-med track as an adult student at Wescoe. She has been accepted to the School of Veterinary Medicine at the University of Pennsylvania.

Wesco student Matthew Stahl, having served in the United States Marine Corps, has returned to campus as an accounting major. This past March, he joined a group of students from Muhlenberg who spent their spring break in New Orleans volunteering for The St. Bernard Project. This group included nine Muhlenberg day students, Chaplain Callista Isabelle, and Tom Dougherty of Campus Safety. As a sophomore, Matthew knew this was his chance to help.
Great Scholarly Teams

Dr. Christopher W. Herrick, professor of political science, knows a great student scholar when he sees one. A member of the Muhlenberg faculty for 30 years, Herrick not only directs the international studies major and co-directs the political economy and public policy major, he supports student scholars such as Gillian Irwin ’13, playing coach as they brave the challenges of the rigors of the College’s Prestigious Awards Initiative. Before graduating as a double major in music and English, Irwin applied for and received a Fulbright English Teaching Assistantship to Indonesia for the 2013-2014 academic year, having become interested in Indonesia through the study abroad program she participated in during the fall 2011 semester. The following summer, back at Muhlenberg, she received a student summer research grant to further develop her research and present at regional conferences of the College Music Society and the Society for Ethnomusicology. “While in Indonesia on a Fulbright, I will teach English for twenty hours a week at a public high school on the island of Java,” Irwin says. “I also plan to share many types of music with students, teachers and community members, whether it is traditional Javanese music, Western classical music or modern pop or fusion music of the area. When I return, I plan to pursue a Ph.D. in ethnomusicology in order to teach at the college level.”

PRESTIGIOUS AWARD RECIPIENTS

J. William Fulbright
Gillian Irwin ’13, Recipient
Christopher Herrick, Ph.D., political science, advisor.

National Science Foundation (NSF)
Amanda Meier ’13, Honorable Mention
Bruce Wightman, Ph.D., biology, NSF advisor.

St. Andrew’s Society
Martin Lo Sasso ’15, Recipient
Donna Kish-Goodling, Ph.D., and Susan Norling, global education, advisors.
I have often said to friends and colleagues that each admissions cycle is “an experiment of one.” No two are ever exactly alike, and we learn something new with each new cycle.

The past year provided plenty of learning opportunities as we grappled with the changes that are happening in the admissions marketplace. From growing cost and affordability worries on the part of parents and students, to the shrinking 18-year-old population, to significant changes underway in the ethnic make-up of the high school population nationwide, it was clear that a period of dramatic change has arrived on our doorstep. Throw in a constant media narrative that questions the value of a college education, particularly the value of the liberal arts, and you have a challenging set of circumstances for high cost private higher education.

It was against this backdrop that we experienced a second year in a row of over 5,000 applications and a third consecutive year of record application totals. We also enrolled the most diverse class in Muhlenberg history, including 15.2% multicultural students, and 33 students who were international, international with a U.S. “green card,” or dual citizens of the U.S. and another country.

This was also the most expensive entering class in Muhlenberg history, costing the College over $9 million in institutional grant and scholarship aid. There is no question that the cost issue looms large for families who are often already swimming in debt due to the impact of the Great Recession and who are reluctant to take on significantly more debt to fund college costs. A major challenge for all colleges going forward—and especially for colleges like Muhlenberg that are not rich—will be how to help families afford an educational experience that carries a $200,000+ price tag.

The good news is that Muhlenberg continues to have a good story to tell. It’s a story of passionate and talented faculty who engage in deep-impact learning techniques with interested and energetic students. It’s a story of a campus community that knows how to act like a community. And it’s a story of a college that helps students generate powerful outcomes, even in a difficult economy.

The long-predicted changes in the admissions marketplace are no longer on the horizon. They are with us every day. We will need to work hard and work smart every day to earn our place in this challenging climate. And it is a sure bet that the changes, and the challenges they bring with them, will just keep on coming.

**HIGH SCHOOL CLASS RANK**
1st Tenth: 45%
2nd Tenth: 20%
3rd Tenth: 16%

**ACT SCORES**
The middle 50% of Muhlenberg students enrolled in the first year class average ACT Composite scores: 25-31

**SAT SCORES**
The middle 50% of Muhlenberg students enrolled in the first year class average:
- Critical Reading: 570-670
- Mathematics: 570-670
- Writing: 570-670

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

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**Admission 2012-2013: Highest Number of Applications, High Aspirations, Incredible Learning Opportunities, Powerful Outcomes**
Admission & Financial Aid

Class of 2017 Geographic Distribution

Class of 2017 Ethnic Distribution

Pre-Professional and Postgraduate Partnerships

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

Incredible Learning Opportunities

40+ Majors, Minors & Certifications
Career Center
Hands-On Research
Honors Programs
International Scholarly Work
Muhlenberg Integrated Learning Abroad (MILA) Programs
Senior Year Experience
Service Learning
Washington Semester

2008-2013 Admissions Outcomes

2012-2013 Student Charges at Comparable Colleges

Six-year Graduation Rates

Muhlenberg's students achieve higher graduation rates within six years and four years than other colleges. For the Class of 2013, 82.3% graduated in four years.


Class of 2017 Ethnic Distribution

- African American/Black 1.9%
- Asian 3.8%
- Hispanic/Latino 1.6%
- Two or More Races 8.0%
- White 75.7%
- Unknown 9.2%

Ethnic Distribution

- African American/Black 1.9%
- Asian 3.8%
- Hispanic/Latino 1.6%
- Two or More Races 8.0%
- White 75.7%
- Unknown 9.2%

2012-2013 Admissions Outcomes

2008-2013 Student Charges at Comparable Colleges

Six-year Graduation Rates

Muhlenberg College - $51,345
Lehigh University - $53,450
Gettysburg College - $54,770
Lafayette College - $55,688
Franklin & Marshall College - $56,110
Bucknell University - $56,190

Tuition and fees + room and board as reported to the U.S. Department of Education’s National Center for Educational Statistics (IPEDS-NCES).
Financing a Muhlenberg Education

Muhlenberg’s financial aid program assisted in the 2012-2013 academic year some 83% of full-time students through a combination of institutional scholarships, grants, student employment and the four campus-based federal programs:

- Federal Supplemental Educational Opportunity Grants
- Federal Direct Loans
- Federal Perkins Loans
- Federal Work Study

In addition, there are other types of aid awarded, including scholarships for honors students with combined SAT scores of 1300 and rank in the top 10% of their class. This is another way for families to reduce college expense. Here is a sampling of the Muhlenberg scholarship programs that can make a difference:

- Muhlenberg Need Based Grants
- Muhlenberg Merit Scholarships
- Muhlenberg Scholars
- Dana Scholars
- RJ Fellows
- Ministerial Grants
Culture and Conservation Study in Costa Rica

Led by Dr. Richard A. Niesenbaum, director of the sustainability studies program, and Joseph E. Elliott, professor of art and department chair, 15 students explored the ecology, sociology, culture, sustainability and public health of Costa Rica’s habitats in the “Environmental and Cultural Conservation in Costa Rica” course.
The College offered a record-breaking six MILA (Muhlenberg Integrated Learning Abroad) programs in spring 2013. MILA programs provide students with the opportunity to participate in courses that include short-term international study components. Eleven faculty members led a total of 94 students in the six programs, three of which were brand new this year.

In the past ten years, there has been a 68% increase in the number of students participating in study abroad experiences. Study abroad destinations ten years ago were primarily to English-speaking countries. Today, the majority of students who study abroad visit countries where English is not the primary language.

**BANGLADESH**

Dr. Jack Gambino, professor of political science and Dr. Mohsin Hashim, associate professor of political science, led the “Climate Change/Sustainable Development in Bangladesh” course, culminating with a trip to Bangladesh, where 17 students examined the environmental, economic, political and social challenges confronting the nation.

**BOTSWANA**

Chrysan Cronin, director of the public health minor and lecturer in biology, and Dr. Kim Gallon, director of Africana studies and assistant professor of history, taught “Public Health and Social Justice in Botswana,” and led the trip to Botswana. The trip included a safari to Victoria Falls in addition to work experiences at such public health entities as the Centers for Disease Control, area National Governing Organizations, public and private hospitals and the Baylor/Botswana pediatric AIDS clinic.

**Greece**

President Randy Helm taught the new “Homeric Epic and Greek History” course, in which 13 students examined Homer’s Iliad and Odyssey throughout the semester finishing the class with travel to Greece, where they visited museum exhibitions and archaeological sites critical to an understanding of the world of Homer. Stops included the National Archaeological Museum and Parthenon Museum in Athens, Mycenae, Tiryns, the Nauplion Museum, Knossos, the Iraklion Museum in Crete and the island of Santorini.

**Italy**

In the new “Writing Identity Abroad” course, Linda Miller, associate professor of English, and Dr. Linda L. Bips P’98, assistant professor of psychology, introduced 14 students to the personal essay and led them on a writer’s retreat in Italy, experiencing the impact of a foreign environment as a stimulus for further investigation into identity and narrative theory.

**Spain & Morocco**

Sharon L. Albert, lecturer in religion studies, and Dr. Cathy Marie Ouellette, assistant professor of history, taught “Diversity in Spain,” focusing on the tensions and possibilities of religious and ethnic diversity in Spain from the Middle Ages to today, capping off their studies with a trip to Spain and Morocco, where 18 students immersed themselves in the people, culture and communities they had examined.

**USA**

In 2013-2014, Muhlenberg welcomes 33 students from Afghanistan, China, Jordan, Nigeria, Singapore, Sri Lanka, Thailand and other nations.

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**By the Numbers**

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Students studying abroad</td>
<td>31%</td>
<td>52%</td>
</tr>
<tr>
<td># Study abroad programs</td>
<td>35</td>
<td>148</td>
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<tr>
<td># Study abroad countries</td>
<td>16</td>
<td>60</td>
</tr>
<tr>
<td># Programs linked to majors</td>
<td>9</td>
<td>22, plus 65 research programs</td>
</tr>
</tbody>
</table>
It’s a striking headline: “Nones on the Rise.” The number of Americans without a religious affiliation (hence the term “nones”) is at its record high. According to the Pew Forum on Religion and Public Life, one-third of adults under age 30 are religiously unaffiliated. But research also shows that many these same “nones” are spiritual or religious in some way.1

Many young adults are not practicing faith or living out their religious beliefs in the same way their parents and grandparents did, and yet these young adults are often quite spiritual or religious. Still other young adults are very active in their religious communities and publicly profess their faith. We see both breadth and depth in our Muhlenberg students when it comes to religious practices, beliefs and questions.

Times are changing in religious life, particularly for college students. While fewer are participating in “organized religion” (some consider this phrase an oxymoron!), the vast majority of young adults are engaged in deep, meaningful questioning and spiritual exploration. The ways they engage these questions are changing. Our religious demographics are changing. The resources we need to offer our students are changing.

We see a strong interest among our students in interfaith dialogue. The Interfaith Leadership Council is comprised of representatives from 10 student religious organizations. They gather over a meal each month to share program updates and to plan events for the larger campus community. Last spring, the Interfaith Council hosted “Speed Faithing,” a high-paced event attended by students from many different religious traditions or no religious background at all. Students talked with a partner about questions such as “Is your spirituality different for you away from home?” and “If you could share only one key tenet of your faith tradition, what would it be?”

Many students live out their deepest commitments by connecting with surrounding communities and serving their neighbors far and near. In 2013, fifty Muhlenberg students participated in Alternative Spring Break trips to Washington, D.C., Memphis, New Orleans, North Carolina and Allentown.

This summer, our beloved Jewish chaplain/Hillel director for the past 25 years, Patti Mittleman, announced her retirement. While she will certainly be missed, we are grateful for her many years of devoted service and wish her well in retirement.

Despite the many changes in Muhlenberg religious life, what hasn’t changed are the College’s deep roots in the Lutheran tradition. These roots ground us in commitments to serve our neighbors, affirm the value of a liberal arts education that nurtures the whole person and challenge us to ask tough questions about ethics, values and truth. Because of these strong roots, we are open to supporting students of any religious background. The thriving of one community affects the thriving of the whole College.

1http://www.pewforum.org/Unaffiliated/nones-on-the-rise.aspx

Religious Life 2012-2013: Scenes from June Advising, Hillel Get-Togethers, Alternative Spring Break Trips to Memphis, Candlelight Carols and More
Religious Life at Muhlenberg

The College seeks to meet students where they are, whether they are deeply rooted in their religious traditions, exploring deep questions of faith, or want to talk about non-religious questions with a chaplain. We continue to see strong attendance at Roman Catholic Mass and Friday night Shabbat services and dinners. We continue to gather weekly for Protestant worship services and dinner and celebrate traditions such as the Advent Candlelight Carols service open to the community in the Egner Chapel. These commitments remain, despite the many changes in religious life at Muhlenberg, across the United States and the world.
How do MCIPO polling activities impact political analysis? This past year, the Muhlenberg College Institute of Public Opinion (MCIPO) completed expert polling of a third presidential election. Starting August 2012, the MCIPO polled the races in Pennsylvania, consistently showing President Obama holding a three to six-point lead over Mitt Romney in the race to win Pennsylvania’s 20 electoral votes, with Obama’s margin of victory of five points in the state close to final polling estimates. In an analysis of polling accuracy in 2012, The New York Times ranked the MCIPO as 11th of 90 of the most accurate organizations conducting public polls during the last three weeks of the election (continued on next page).
The Institute partnered with the University of Michigan on the National Surveys on Energy and the Environment to examine public perceptions of climate change, concluding that acceptance among Americans is growing. The MCIPO, the University of Montreal and the University of Michigan joined to survey public attitudes regarding the hydraulic fracking of natural gas. Surveys revealed that while people see positives related to fracking, they harbor reservations about environmental risks and government regulations. The Institute conducts research on Pennsylvanians' views on a variety of topics. On the issue of gay marriage, a record number of Pennsylvanians (53%) now support marriage between same sex couples, marking a 17% increase over eight years. On firearms, the majority of Pennsylvanians support background checks for the purchase of a firearm, but opinions are more divided on banning assault weapons.

Dr. Christopher P. Borick  
Professor, Political Science  
Director, Institute of Public Opinion

Alana Albus  
Career Center Director

Dr. Bruce Wightman  
Professor, Biology  
Director, Center for Ethics

Dr. Peter A. Pettit  
Associate Professor, Religion Studies  
Director, IJCU

How does the College strengthen Jewish-Christian understanding on campus and in the community? The IJCU has led the way for 24 years! In a partnership with the Shalom Hartman Institute, the New Paths: Christians Engaging Israel project released its first adult study course, Images of Israel. The Star-Crossed Students organized a popular interfaith concert and extended their dialogue series, Religion with a Twist. The IJCU, Jewish Studies and the Jewish Federation collaborated on the “Jews, Money, and Capitalism” series, led by Dr. Jessica Cooperman, who also taught the fall minicourse on “Enlightenments European and Jewish.” The Wallenberg Tribute honored former chaplain Dr. Walter Wagner, and hundreds of people continued to learn together at First Fridays and the Clergy Colloquy.
In 2012-2013, the department celebrated a world record, a world premiere, some world-famous choreography and a pair of world-renowned guest theatre artists.

Muhlenberg’s 44 Plays for 44 Presidents, in October, was one of 44 simultaneous productions of a single play. Presented in the days leading up to the presidential election, 44 Plays featured the work of three student directors, under the artistic direction of Associate Professor Troy Dwyer. In all, seven student directors and 15 student choreographers presented work on the mainstage this season.

In November, Associate Professor Beth Schachter, Ph.D., directed the world premiere of The Bourgeois Pig, by award-winning playwright Brighde Mullins. It was an exploration of the power of image, through the lens of a 1970s war photographer-turned-reluctant paparazzi.

The Master Choreographers dance concert in February showcased a thrilling restaging of Viva Vivaldi, the world famous Joffrey Ballet’s signature work, choreographed by Gerald Arpino. The work was one of seven spectacular pieces by acclaimed guest artists and faculty, under the artistic direction of Karen Dearborn, professor and chair of the dance program.

Ben Jonson’s rarely produced Bartholomew Fair received an innovative new production under the guidance of this season’s Baker Artists-in-Residence, European theatre artists Kevin Crawford and Caroline Boersma. Crawford directed Jonson’s noisy, exuberant slice of Jacobean life, and composer Boersma created an original score for the production, based on 17th century English folk music.

The globe-trotting season included tales from 18th Century France, 20th Century Japan, 17th Century England and ancient Greece.

“Our focus is on creating opportunity,” says Professor James Peck, Ph.D., who steps down this year as department chair after eight acclaimed years. (Schachter assumes the mantle in the coming year.) “Opportunity for young artists to work with brilliant guest artists; opportunity for artists at all experience levels to work on vital, innovative theatre and dance productions; and opportunity for audiences to see ambitious, world-class performances that they might otherwise never experience.”

Douglas P. Ovens, Ph.D., professor of music, stepped down as chair of the music department after many years. To celebrate his 60th birthday, he presented a concert, “Love Songs and Other Wonders,” a compilation of iconic poetry set to his original compositions. In the coming years, Ovens will spend more time composing and continue to lead the music department in interdisciplinary projects. Associate professor Diane W. Follet, D.A., will take over as department chair. Ovens is pictured here with Tomas Cotik on the violin rehearsing for the performance of his work, “Largo for Violin and Piano,” in Buenos Aires, Argentina on June 24, 2013.
In The National Spotlight

The 2012-2013 mainstage season featured work by seven talented student directors, including *Iphigenia and Other Daughters*, directed by Danielle Barlow ’13, presented as part of the New Visions Directors Festival. For the sixth year, *The Princeton Review* ranked the department of theatre & dance in the top ten theatre programs in the country.
Persistence Pays Off

The 2013 spring softball season started off with a nine-game winning streak, setting up the Mules for a successful regular season championship. They finished with more than 30 wins. Kelsey Jones ’15 was named Centennial Conference co-pitcher of the year, a well-deserved title. She was the first Mule in history to pitch a perfect game. Erica Wenzel ’14 (second base) joined Jones on the first team. Devon Barber ’13 (outfield), Kelly Kline ’14 (first base), Alyssa Schell ’15 (utility) and Brittany Dzieciolowski ’16 (catcher) earned second-team honors, while Taylor Trifolis ’16 (outfield) received honorable mention.
In 2012-2013, nine out of 14 team sports had a .500 win record or more. More than 25% of students are engaged in official NCAA varsity sports programs at Muhlenberg.

Highlights

MEN’S SOCCER
Cody Antonini ’13 scores 100 points.

FOOTBALL
Coach Mike Donnelly reaches 100 victories and quarterback Dan Deighan ’13 gains over 5,000 passing yards. The Mules went 8-3.

WOMEN’S BASKETBALL
Alita Zabrecky ’13 scores 1,000 points.

WOMEN’S LACROSSE
100 Point Scorers: Michelle Certosimo ’14; Molly Davin ’13; Stephanie Umbach ’15.

MEN’S BASKETBALL
Malique Killing ’15 breaks Muhlenberg record for points scored in a season (514) and points scored after two years (963).

SOFTBALL
Devon Barber ’13 scores 100 runs; Kelsey Jones ’15 registers 100 strikeouts; Kelly Kline ’14 exceeds 100 hits and 100 RBIs; and Erica Wenzel ’14 reaches the 100 hit plateau.

BASEBALL
John Muha ’13 breaks Muhlenberg records for hits in a career (194), season (69) and game (6 - tied), and hitting streak (24 - tied), and is named to the All-Centennial Conference first team. Nick Kennedy ’14 raps 100 hits, Rob Shannon ’13 strikes out 100, and Joseph Vila ’13 scores his 100th run.

TRACK & FIELD
Senior Erica Bash ’13, competing in the steeplechase for just the second time, finishes first place with an ECAC-qualifying time of 11:44.20, moving her into second place on the Mules’ all-time list. See Tyler Bauer (left).

ALL-AMERICAN HONORS
Cody Antonini ’13, Soccer
Stephanie Carnevale ’14, Track
Doug Rheiner ’13, Men’s Lacrosse
Tyler Bauer ’15, Track & Field
Samantha Mayden, Tracking & Cross Country.

CENTENNIAL CONFERENCE PLAYERS OF THE YEAR
Tyler Bauer ’15, Track & Field
Kelsey Jones ’15, Softball

1ST TEAM CENTENNIAL ALL-CONFERENCE ATHLETES
Samantha Mayden, Cross Country
Ian Gimbar ’15, Football
Frank Malandruc collo ’13, Football
CJ Graetzer ’14, Women’s Soccer
Maggie Neary ’13, Women’s Soccer
Cody Antonini ’13, Men’s Soccer
Kyle Pflka ’13, Men’s Soccer
Alita Zabrecky ’13, Women’s Basketball
Kevin Hargrove ’14, Men’s Basketball
Stephanie Carnevale ’14, Track
Ryan Hellings ’13, Track & Field
Isaiah Vaughn ’13, Track
Kelsey Jones ’15, Softball
Erica Wenzel ’14, Softball
John Muha ’13, Baseball
Doug Rheiner ’13, Men’s Lacrosse
Tyler Bauer ’15, Track

2012-2013 For the Record*

<table>
<thead>
<tr>
<th>Sport</th>
<th>Record</th>
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</thead>
<tbody>
<tr>
<td>Softball</td>
<td>0.768</td>
</tr>
<tr>
<td>Football</td>
<td>0.727</td>
</tr>
<tr>
<td>Men’s Soccer</td>
<td>0.688</td>
</tr>
<tr>
<td>Women’s Basketball</td>
<td>0.640</td>
</tr>
<tr>
<td>Men’s Basketball</td>
<td>0.630</td>
</tr>
<tr>
<td>Volleyball</td>
<td>0.097</td>
</tr>
<tr>
<td>Field Hockey</td>
<td>0.563</td>
</tr>
<tr>
<td>Women’s Lacrosse</td>
<td>0.533</td>
</tr>
<tr>
<td>Baseball</td>
<td>0.500</td>
</tr>
<tr>
<td>Women’s Soccer</td>
<td>0.474</td>
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<tr>
<td>Men’s Lacrosse</td>
<td>0.400</td>
</tr>
<tr>
<td>Women’s Tennis</td>
<td>0.333</td>
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<tr>
<td>Men’s Tennis</td>
<td>0.286</td>
</tr>
<tr>
<td>Wrestling</td>
<td>0.000</td>
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</tbody>
</table>

*cross country, golf and track not calculated as team percentages
Community engagement is at the core of Muhlenberg’s values, and almost every student by graduation has had some level of involvement doing something good somewhere. Beginning July 1, 2013, the College and Civic Theatre of Allentown, an 80-year-old landmark, announced a new four-year partnership with students, working to support the Civic’s Digital Camera Challenge to fund new equipment and offering expanded access for students to Civic Theatre facilities and programs. As one of the original members of the group formed to promote the historic West End Theatre District, Muhlenberg has an earnest interest in Civic’s success. “Our students have easy access to Civic Theatre, which is a few blocks from campus, and this new alliance gives them more opportunities and a greater incentive to enjoy the cultural offerings of our community,” says President Helm. Partnership events include a late night film series; red carpet screenings for ‘Berg’s HYPE program; and an annual concert from the College’s six a cappella groups. An internship program will be established, and students will receive free memberships to Civic Theatre.
Digital media has turned the public relations world upside down, jolting the newspaper business and changing the way Americans and the world get their news. The College continues to fare quite well with traditional media, but has adapted to the distribution of news and information on new digital platforms thoughtfully and strategically:

- The College has revamped, and continues to enhance, its website;
- Through iModules, the College’s engagement with alumni has improved;
- Through MultiNet, the alumni career network has expanded and the connections between students and alumni have increased dramatically;
- Over 5,200 individuals follow our official College Facebook page;
- More than 3,000 people follow our posts on Twitter;
- Over 72,000 photos have been uploaded on Flickr.

We use all these official channels of communication to network with prospective and current students, parents, alumni, our local community and faculty and staff. These platforms promote events and College news; share the successes of our students, faculty and alumni; answer questions and give advice to future Mules; and ensure that open lines of communication are continually present for crisis management purposes. We monitor trends in social media to remain present and active on the networks our constituents use daily. The College continues to maintain a strong liberal arts presence in the national media. Some key stories:

- History professor Dr. Daniel J. Wilson was cited in National Geographic and biology professor, Dr. Daniel Klem, Jr., was quoted in The New York Times, The Philadelphia Inquirer and several other national publications.
- Assistant Professor Dr. Brian J. Mello and Associate Professor Dr. Mark L. Stein (political science and history) wrote an opinion piece about the violence in Syria that was published in The Philadelphia Inquirer.
- President Helm was featured on a national business radio program about CEOs and leadership.
- Political Science Professor Dr. Christopher P. Borick and the Institute of Public Opinion were hot commodities during election season. Borick was a regular in Associated Press stories, The Philadelphia Inquirer, The Morning Call and both Pittsburgh newspapers as well as many national and international newspapers and political web sites. He was also quoted in The New York Times recently.
- The College was in The Wall Street Journal regarding its conservation efforts providing filling stations for water bottles.
- Another outstanding article was in the Memphis Commercial Appeal on our Alternative Spring Break civil rights trip to Memphis, highlighting the College’s commitment to social justice.
- Adjunct professor Carolyn Foster Segal is a columnist for Inside Higher Ed.com, a higher education journal.
- On the artistic front, the theatre and dance programs received positive coverage and excellent reviews upholding their national spotlight.
- Professor Dr. Douglas Ovens, chair of the music department, celebrated his 60th birthday with a concert, which was featured in The Morning Call.
- Artist and Professor Joseph Elliott was featured in The Morning Call for his new book, “The Steel.”
- Dance clinic director and therapist Gayanne Grossman was featured in The Express-Times, The Morning Call, Healthy You magazine and The Philadelphia Inquirer.

The College’s voice resonates on liberal arts issues and opportunities. The placements noted here are just a fraction of the College’s presence in the marketplace over the past year.

### 2012-2013 Major Media Impact

<table>
<thead>
<tr>
<th>Media Outlet</th>
<th># Placements</th>
<th>Average Circulation</th>
<th>Total Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Morning Call</td>
<td>188</td>
<td>80,548</td>
<td>15.1 million</td>
</tr>
<tr>
<td>The Philadelphia Inquirer</td>
<td>24</td>
<td>306,831</td>
<td>7.4 million</td>
</tr>
<tr>
<td>Harrisburg Patriot News</td>
<td>14</td>
<td>70,466</td>
<td>1.2 million</td>
</tr>
<tr>
<td>Pittsburgh Post-Gazette</td>
<td>9</td>
<td>180,433</td>
<td>1.6 million</td>
</tr>
<tr>
<td>Pittsburgh Tribune-Review</td>
<td>8</td>
<td>202,175</td>
<td>1.6 million</td>
</tr>
<tr>
<td>Associated Press</td>
<td>5</td>
<td>50 million</td>
<td>250.0 million</td>
</tr>
<tr>
<td>The New York Times</td>
<td>3</td>
<td>1.8 million</td>
<td>5.4 million</td>
</tr>
<tr>
<td>The Wall Street Journal</td>
<td>2</td>
<td>2.4 million</td>
<td>4.8 million</td>
</tr>
<tr>
<td>USA Today</td>
<td>1</td>
<td>1.6 million</td>
<td>1.6 million</td>
</tr>
<tr>
<td><strong>TOTAL 9 Outlets</strong></td>
<td><strong>254 Stories</strong></td>
<td><strong>8.6M Subscribers</strong></td>
<td><strong>&gt;288.7M Impressions</strong></td>
</tr>
</tbody>
</table>

### 2012-2013 Rankings

- **#2** Top 30 Places to Work in the Lehigh Valley by The Morning Call
- **#8** Best college theatre programs by The Princeton Review
In a world that is constantly changing, development and alumni relations is no exception. As an alumna myself, I appreciate knowing the things that characterized my Muhlenberg experience are still a priority — strong academics and top-notch professors; a variety of extra- and co-curricular programs to enrich the college experience; a picturesque campus with plenty of green space; and lifelong relationships with classmates and friends. However, in order for the College to be able to provide today’s ’Berg students with a life-changing education, our focus in development and alumni relations must shift.

Financial aid has become a top fundraising priority. In the 2012-2013 academic year, the College spent $31.8 million on financial aid, an all-time high. Today more than ever, the availability of financial aid is critical for Muhlenberg to be able to continue attracting the best and the brightest students.

I can assure you that those of us charged with raising the necessary dollars to keep the Muhlenberg experience first-rate are devoted to keeping Muhlenberg’s national reputation robust and making your degree more valuable than ever. What follows is an accounting of our accomplishments, highlighting some of the programming that has been implemented and improved upon in the past year. As always, thank you so very much for your continued support in so many ways.

**Highlights**

- Unrestricted gifts from alumni, parents and friends to The Muhlenberg Fund reached an all-time high of $2,086,061. Muhlenberg also saw a 6% increase in the number of alumni donors. To read more about Muhlenberg’s current market position and how your support makes an impact, visit muhlenbergconnect.com/herenow.

- The Class of 2013 not only “Broke the Brueck” when it exceeded the challenge of Board Chair Rich Brueckner ’71, P’04, P’10 by reaching 58% participation in the senior class gift campaign – they also broke all previous senior class participation rates.

- Five hundred forty-one leadership donors in our Henry Melchior Muhlenberg Society (HMMS) contributed a total of $6.5 million to the College.

- Of the 541 HMMS donors, 380 contributed $1.57 million to The Muhlenberg Fund. This marked a 1.8% increase in HMMS donors and a 10.5% increase in HMMS gifts to The Muhlenberg Fund over last fund year.

- Realized bequests and trusts totaled $1,153,591 this year.

- Once again, Muhlenberg parents demonstrated outstanding support. Parent giving was up 28% and totaled $822,669 in Fund Year 2012-2013, with $320,909 designated to The Muhlenberg Fund.

- The 2012-2013 Faculty and Staff Campaign achieved 64% participation and raised $93,642. Twenty-five departments on campus achieved 100% participation.

- Football won the College’s first-ever Mule Madness participation challenge in March with 60.6% participation (muhlenberg.edu/mulemadness). Altogether 169 current and former athletes made gifts to the College — 30 of whom were first-time donors. Additionally, three teams – women’s tennis, field hockey and wrestling – reached 100% participation among seniors.

- The 1990s beat the 2000s in the “Duel of the Decades” participation challenge (whichever decade increased their participation by the most percentage points won) by increasing their participation from 12% in Fund Year 2011-2012 to 13.3% in Fund Year 2012-2013. (The 2000s increased their participation from 9% in 2011-2012 to 10.1% this year.) The 2000s did, however, beat the 1990s on the Day of the Duel, May 20, 2013 (muhlenberg.edu/dueloftendedecades). Special thanks to trustee and development committee chair Jack Ladley ’70, P’01 and his wife Diane (Schmidt) Ladley ’70, P’01 for sponsoring the challenge and to the Classes of 1993 and 2008, respectively, who met the individual class challenge and increased their class participation rates by five or more percentage points.

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Rebekkah L. Brown ’99
Vice President for Development and Alumni Relations

Major Areas of Support 2012-2013

- Capital $805,486
- Current Operations $3,612,994
  [Restricted and Unrestricted]
- Endowment $2,463,825

**Total $6,882,305**
The Class of 1993 went from 11% to 20% participation and 2008 went from 9% to 14%. Additionally, seven classes in the 1990s and five classes in the 2000s increased their participation over last year during the Duel of the Decades.

Renovations started on Muhlenberg’s oldest residence hall, East Hall, built in 1903. There are many spaces available for naming gifts at a range of levels, giving donors the opportunity to name an old dorm room (easthall.muhlenberg.edu) after themselves or a child who attended the College.

Reunion/Homecoming Weekend 2012 brought more than 900 alumni and their guests to campus in September.

MuhlenbergConnect, the College’s new alumni online community, was launched and already 2,800 alumni have joined.

<table>
<thead>
<tr>
<th>Constituent Giving 2012-2013</th>
<th>Fund Year 2013</th>
<th>Dollars</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alumni</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts</td>
<td>$2,301,001</td>
<td>76.8%</td>
<td></td>
</tr>
<tr>
<td>Bequests</td>
<td>$696,908</td>
<td>23.2%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Alumni</strong></td>
<td>$2,997,909</td>
<td>43.5%</td>
<td></td>
</tr>
<tr>
<td><strong>Parents</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts</td>
<td>$1,010,416</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Bequests</td>
<td>$0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Parents</strong></td>
<td>$1,010,416</td>
<td>14.7%</td>
<td></td>
</tr>
<tr>
<td><strong>Friends</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gifts</td>
<td>$567,657</td>
<td>55.4%</td>
<td></td>
</tr>
<tr>
<td>Bequests</td>
<td>$436,683</td>
<td>44.6%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Friends</strong></td>
<td>$1,024,340</td>
<td>14.9%</td>
<td></td>
</tr>
<tr>
<td><strong>Corporate, Foundation and Government</strong></td>
<td>$1,829,730</td>
<td>26.6%</td>
<td></td>
</tr>
<tr>
<td><strong>Ecclesiastical</strong></td>
<td>$19,910</td>
<td>0.3%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$6,882,305</td>
<td>100.0%</td>
<td></td>
</tr>
</tbody>
</table>

### VOLUNTEER SUMMIT AWARDS
- **Fund Year 2013 Greatest Class Participation**
  - Reunion Year: Class of 1962
  - Non-Reunion Year: Class of 1959
- **Fund Year 2013 Largest Class Gift**
  - Reunion Year: Class of 1972
  - Non-Reunion Year: Class of 1978
- **West Chester Hill ’20 Award for Leadership by a Class Fund Chair**
  - Diane Schmidt Ladley ’70, P’01
  - Diane Cicchino Treacy ’70
- **Reunion 2012 Volunteer Award**
  - Manon E. Blick ’92
- **Regional Club Award**
  - Allison M. Klein ’08
  - (New York City Alumni Club)
- **Muhlenberg Volunteer Award**
  - Diane C. Mammon ’88
- **The General Pete Award**
  - The Fishbowl Collective
- **Young Alumni Volunteer Award**
  - Brian J. Galgano ’08

- The Volunteer Summit was revived, bringing 60 of our most devoted volunteers back to campus and honoring some of Muhlenberg’s alumni classes and leaders at our first ever Volunteer Recognition Luncheon and Award Ceremony. See below for a list of award recipients.

- More than 660 alumni have volunteered for Muhlenberg, and more than 245 alumni and student have connected as a result of this exciting alumni/student career initiative (muhlenbergconnect.com/MuhlNet).

- Muhlenberg’s first Young Alumni Council boasts over 40 members since its launch in spring 2013. The Council is comprised of graduates of the past decade who want to remain connected to the College and other alumni through event participation, volunteering and student/alumni social and career networking.
The academic year 2012-2013 can be classified as one of continuous improvement everywhere you look on campus. But one thing that did not change: the College remains committed to operating a balanced budget. The ending of fiscal year 2012-2013 marked fifty-eight consecutive years of positive bottom lines.

Muhlenberg restructured a portion of its debt portfolio to reduce risk and costs associated with variable rate debt. The College replaced the letter of credit behind its 2008 variable rate bonds with a substitute bank credit facility in which a new bank directly purchased the College’s bonds. With this change, the College has eliminated the risk (higher interest rates) associated with a weakening of the prior guarantor bank. In addition, the College achieved a lower interest cost and a longer loan term of credit guarantee as a result of refinancing this debt.

Surprise, surprise. Another change on campus has been in the area of technology. Data connections over the years have been switching from access through a wired jack to access through Wi-Fi. At the end of this past year, more than two-thirds of all campus data and/or data consumption was accessed through Wi-Fi.

Over the years, I have helped staff on the recycling truck on Move-In Day for first year students, and I have noticed that each year fewer and fewer students are lugging desktop computers out of their parents’ vehicles. Laptop computers and tablets have almost completely replaced the old standard desktop computer. They are certainly easier to carry to the third floor of Brown Hall.

Students bringing multiple devices (laptops, tablets, smart phones, etc.) have helped triple the number of devices registered on the campus network in the last five years. Currently, 10,000 devices are registered.

Modular construction is not new to Muhlenberg College, but it is new to East Hall. A 10,800 sq. ft. structure was constructed in Ephrata, Pa. during the winter and spring of 2013 and then set in place in June. It was a great show, watching a very large crane set 28 units of this addition. Phase II was completed this past summer. Phase III, the final phase, will take place in summer 2014. Other modular buildings on campus include The Village, Taylor Hall and 2201 Chew Street. With the tight summer construction window in which colleges operate, Muhlenberg has found modular construction to be a great method to meet critical deadlines with quality results.

Other projects make life that much more livable on campus. Visiting fans of opposing football teams are noticing a change in their bleacher seating. A renovation brought improved handicap access, better seating and a safer environment. Phase I of a project to supply emergency power to all residence halls took place and Phase II is well under way. Finally, Java Joe’s in Seegers Union received a welcome upgrade that has been well received.
East Hall was constructed in 1903 and is Muhlenberg’s oldest dormitory, and probably holding the largest graduate memories than any other dorm on campus. At the time it was built, East Hall’s collegiate Gothic style was state-of-the-art, but only small-scale renovations and an electrical upgrade in 1955 have been completed since then. With approximately 90% of students taking advantage of on-campus student housing options, the desire for a more updated East Hall has been growing. Set for completion in fall 2014, the facility accommodates 180 students. The $15,500,000 renovation features a 10,800 square foot addition with six bedrooms for individuals with disabilities, nine-plus common spaces for students to study and socialize, two new laundry facilities and three kitchen areas. The historic charm of the building is preserved by maintaining its original fireplaces, while updated walls/floors, plumbing, electrical and air conditioning systems, energy saving control systems, technology and an elevator are providing needed upgrades. East will maintain the traditional exterior cherished by the campus community with a modern interior that can keep up with the needs of student life.
## Balance Sheet

As of June 30, 2013 2012 2011

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$20,859,700</td>
<td>$20,400,840</td>
<td>$15,852,546</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>32,896,794</td>
<td>36,041,175</td>
<td>33,909,590</td>
</tr>
<tr>
<td>Contributions receivable – current</td>
<td>919,891</td>
<td>1,281,221</td>
<td>2,184,996</td>
</tr>
<tr>
<td>Accounts receivable and other current assets</td>
<td>2,412,529</td>
<td>2,069,998</td>
<td>2,279,831</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>210,657,260</td>
<td>183,735,224</td>
<td>182,666,180</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>3,837,774</td>
<td>4,980,690</td>
<td>5,469,951</td>
</tr>
<tr>
<td>Land, buildings and equipment – net</td>
<td>170,557,731</td>
<td>169,282,756</td>
<td>172,187,477</td>
</tr>
<tr>
<td>Beneficial interest in perpetual trusts</td>
<td>8,881,661</td>
<td>8,297,376</td>
<td>8,748,911</td>
</tr>
<tr>
<td>Funds held by trustee and other assets</td>
<td>4,112,461</td>
<td>7,945,960</td>
<td>7,472,132</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>455,135,801</strong></td>
<td><strong>434,035,240</strong></td>
<td><strong>430,771,614</strong></td>
</tr>
</tbody>
</table>

### Liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>10,704,986</td>
<td>8,089,538</td>
<td>7,456,671</td>
</tr>
<tr>
<td>Deferred income and student credit balances</td>
<td>4,422,036</td>
<td>3,947,435</td>
<td>4,253,909</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>71,080,000</td>
<td>72,510,000</td>
<td>73,885,000</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>18,377,591</td>
<td>23,614,915</td>
<td>16,051,078</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>104,584,613</strong></td>
<td><strong>108,161,888</strong></td>
<td><strong>101,646,658</strong></td>
</tr>
</tbody>
</table>

### Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>235,408,554</td>
<td>217,558,247</td>
<td>219,391,860</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>46,400,852</td>
<td>42,153,745</td>
<td>46,128,862</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>68,741,782</td>
<td>66,161,360</td>
<td>63,604,234</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>350,551,188</strong></td>
<td><strong>325,873,352</strong></td>
<td><strong>329,124,956</strong></td>
</tr>
</tbody>
</table>

### Total Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$455,135,801</strong></td>
<td><strong>$434,035,240</strong></td>
<td><strong>$430,771,614</strong></td>
</tr>
</tbody>
</table>
In today’s student world, perpetual use of computers and technology is a critical skill in order to make the grade. Colleges and universities not only have to assure that math and writing skills are above par (or remediation is programmed into the course schedule), but tech skills, too, need to be ready to go the first day of school. Experts indicate the following six areas of technology are important for students to be able to navigate the college IT systems in order to succeed:

1. Word processing
2. Spreadsheet creation and related graphing
3. Multimedia software and digital imaging for presentations
4. Online communications
5. Internet-enabled research
6. Personal online presence, polished and up-to-date

An online task force looked into pre-enrollment skill work and how it applies to Muhlenberg College by sending out a survey to full-time first-year students, asking if they felt prepared for their classes. Out of 150 responses, 42 students felt underprepared and 63 said they could benefit from online resources. Along with the support of Student Government, the task force is looking into online academic sources to help students prepare prior to the first day of classes.
Muhlenberg College pays tribute to Richard F. Brueckner ’71, P’04, P’10 a valuable member of the board of trustees at Muhlenberg since 1999. Brueckner served as chair of the board of trustees from 2005-2013, having previously served as vice chair. He presided over a period of impressive growth and progress at Muhlenberg, including construction of new residence halls, a new science building, additions to the student union, the addition of the Brueckner Family Wing of the College’s Life Sports Center and the completion of a $110 million campaign. He was awarded a Muhlenberg honorary degree in 2013.

Brueckner graduated in 1971 from Muhlenberg with a bachelor of arts degree in economics. His wife, Laurie, graduated from Muhlenberg in 1972; their son Eric graduated in 2004 and their daughter Sydnie in 2010.

“Every College hopes to have an alumnus as accomplished and passionate about education as Rich Brueckner,” said President Peyton R. Helm. His most recent project was the “Break the Brueck” Participation Challenge, a matching gift challenge every year to each graduating class for the past several years.

Brueckner is chief of staff of BNY Mellon, the corporate brand of The Bank of New York Mellon Corporation, overseeing day-to-day operations in the most senior capacity. He joined The Bank of New York in May 2003 when Pershing was acquired from Credit Suisse First Boston (CSFB). He served as CEO of Pershing from 2001-2009 and its chairman from 2007-2011.
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2400 Chew Street
Allentown, PA 18104-5586

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2012-2013 Annual Report

ABOUT THE COVER
As a liberal arts institution founded in 1848, Muhlenberg College has embraced change as a force of nature, critical to the advancement of learning and an integral component to curriculum development and successful careers. Read on to learn of the most recent progress in higher education here.