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 an inclusive and diverse campus; we strongly believe that diversity is essential to learning and to our success as a pluralistic community. Our curriculum integrates the traditional liberal arts with selected pre-professional studies. Our faculty are passionate about teaching, value close relationships with students and are committed to the pedagogical and intellectual importance of research. All members of our community are committed to educating the whole person through experiences within and beyond the classroom. Honoring its historical heritage from the Lutheran faith and its continuing connection with the Evangelical Lutheran Church in America, Muhlenberg encourages, welcomes and celebrates a variety of faith traditions and spiritual perspectives.

**September:** The Center for Ethics opens its 2015-2016 programming with the theme, “Influence & Information.”

**September:** Marine Corps veteran Dan Lasko delivers a lecture, “Wounded Warrior: Stronger Than Ever” at the Conrad W. Raker Lecture, co-sponsored by the College and Good Shepherd Rehabilitation Network.

**October:** President John I. Williams, Jr. officially welcomed as Muhlenberg’s 12th President in an installation ceremony featuring greetings from colleagues, public officials and the community.

**November:** More than 900 people attend a Town Hall meeting hosted by President Williams regarding race and equity issues on campus.

**November:** New York Times bestselling author Neil Gaiman headlines the Living Writers series, which the College hosts every three years.

**December:** Muhlenberg’s Circus Troupe hosts fifth graders from Jefferson Elementary School at its first Circus Extravaganza. Launched in January 2014 under the direction of Noah Dach ’16 and Henry Evans ’16, the troupe is made up of 30 Muhlenberg dancers, actors, gymnasts and aerial acrobats.

**October:** The Institute for Jewish-Christian Understanding’s Wallenberg Tribute honors Alan Jennings, executive director of the Community Action Committee of the Lehigh Valley. Each year, the event honors the leadership and achievements of one or more local individuals who are recognized for their courageous moral action on behalf of others.
January: The new and improved General's Quarters Lounge is dedicated in a ceremony that recognized a $150,000 contribution from the Student Government Association (SGA). Renovations include an open floor plan with new seating, environmentally-friendly lighting, a performance area and USB charging stations, funded by a gift from the Alumni Trust Fund.

January: The campus receives a record 31.9" of snow in the first snowstorm of the season.

January: Muhlenberg hosts the annual Martin Luther King Jr. Week with the theme #BlackOnCampus.

January: The psychology department is awarded the American Psychological Association's 2015 Departmental Service Award, recognizing departments that consistently support service by faculty and students and demonstrate a commitment to service in the psychological sciences.


February: Women's basketball head coach Ron Rohn wins his 300th career game in his 15th season at Muhlenberg. With a career record of 306-103 to date, his winning percentage of .748 ranks the best of any basketball coach in Centennial Conference history.

February: The women's basketball team wins the Centennial Conference championship for the second consecutive year.

April: Muhlenberg students combine dedication, savvy and ingenuity in the seventh annual Innovation Challenge. After submitting proposals, the top 10 teams pitched their ideas to a panel of alumni and investors for a chance to win funding to turn their ideas into reality.

April: Muhlenberg is named in The Princeton Review's Guide to 353 Green Colleges as one of the most environmentally responsible colleges.

May: A total of 517 graduating seniors cross the stage at the 168th Commencement. Prominent Harvard law professor Charles Ogletree speaks at the ceremony, encouraging graduates to "bounce back from failure, take risks and hold on to faith."

May: The Institute of Public Opinion receives an A- in Nate Silver's annual ranking of more than 330 polling organizations. Only 22 polling units in the nation received an A- or higher, and seven of 70 colleges hit that mark.

May: Women's lacrosse wins the ECAC Mid-Atlantic Championship, the first championship win for the team in College history.

June: The Trexler Trust awards the College $12,000, the first of two payments, for an Allentown Neighborhood Improvement Zone public health radon study.
A Message from the President

A Year of Affirmation

Board Chairman Richard C. Crist, Jr.’77, P’05, P’09, with President John I. Williams, Jr.
on Inauguration Day, October 25, 2015
I am pleased to share this annual report with you as it presents a summary not only of our financial condition, but also a number of our accomplishments of the past year.

Importantly, 2015–2016 was a year of affirmation for our College. First and foremost, we earned reaccreditation from the Middle States Commission on Higher Education (MSCOHE), with great praise for the quality of our self-study and for how well we utilize our resources to accomplish great things at Muhlenberg. We earned a different sort of affirmation from Moody’s in the form of its renewed A1 rating for the College, reflecting the strength of Muhlenberg’s unrestricted liquidity position, which provides a good coverage of debt and enhances operating flexibility. The rating favorably incorporates the College’s consistently healthy operating performance evidenced by strong operating margins, cash flow and debt service coverage. Moreover, the A1 rating from Moody’s was accompanied by a “stable” outlook, reflecting strong confidence in the College’s ongoing financial operations.

Our students also affirmed the College’s appeal this year, as we will begin 2016–2017 with a near-record opening enrollment; a result of a strong admissions season yielding a somewhat larger entering class (593 vs. a target of 580) as well as improved student retention coupled with more inbound transfers and fewer outbound transfers. Our progress on the diversity front continued as well, as 2015–2016 saw the most diverse entering class in the College’s history, with 23 percent of the class either domestic students of color or international students.

We earned affirmation on the faculty side as well, as we made 20 new faculty appointments, including 10 new tenure track positions. These new faculty bring additional strengths to a variety of our programs. Including five tenure-track faculty from underrepresented minority groups, this is the most diverse group of new faculty in the College’s history.

Finally, the Association of Independent Colleges and Universities of Pennsylvania (AICUP) provided additional affirmation by finding that Muhlenberg’s economic impact on the surrounding community through student spending, employee payroll, visitor spending, construction and institutional expenditures, totaled over $149 million in 2014.

I am, of course, delighted to see these affirmations and hope you are as well. To me, they confirm what we’ve always known – that Muhlenberg is a strong institution with a clearly stated sense of mission, a mission we live out on a daily basis with a core of academic excellence fortified by a global network that provides effective pathways to powerful outcomes for our students.

As this report includes the annual review of the College’s financial condition, I want to report that the College’s finances have been overseen with great expertise and care by the Board of Trustees Committee on Finance and Investment and by the College’s treasurer and chief business officer. Starting in the 2016–2017 fiscal year, the Finance and Investment Committee will be replaced by two committees: 1) the Budget and Finance Committee will focus on the overseeing the College’s operating budget, tuition and fees, and allocation of resources; and 2) the Investment Committee will oversee the College’s endowment performance and related policies.

We are deeply grateful to all of our alumni and donors, our current and former trustees, our faculty, and our staff who have built and supported this institution over the past 168 years.

John I. Williams, Jr.
President
2015–2016

The President’s Staff

The President’s Staff, left to right: Michael Bruckner, vice president for external affairs and community relations; Chris Hooker-Haring ’72, P’08, P’10, vice president for enrollment management; Allen Chen, chief information officer; Kent Dyer P’07, P’10, chief business officer and treasurer; John I. Williams, Jr., President; Karen Green, vice president of student affairs and dean of students; John Ramsay, Ph.D. P’12, P’14, provost; Ken Butler, executive assistant to the President and the Board of Trustees; The Rev. Callista Isabelle, College chaplain; and Rebekkah Brown ’99, vice president, advancement.
FACULTY HIRING This past year will be remembered as one that set a new Muhlenberg standard for hiring an outstanding and diverse faculty. Faculty hiring continues to be intensely competitive for top candidates. Like all high-quality liberal arts colleges, Muhlenberg seeks those candidates who demonstrate excellence in three areas central to the College’s mission and strategy—outstanding teaching, early promise in their scholarly and creative achievements and an understanding of the how’s and why’s of contributing to Muhlenberg as an inclusive, equitable and diverse community.

This year’s success can be attributed to a number of factors. Associate Dean for Diversity Initiatives Jim Peck re-wrote the language of job ads. He placed particular emphasis on Muhlenberg’s Diversity Strategic Plan, thereby signaling to prospective candidates the seriousness of the College’s aspirations and specific initiatives. Departments were more intentional about their preliminary off-campus and Skype interviews, aware that preconceived beliefs based solely on application materials could put diverse candidates at a disadvantage.

Finally, hiring is about reaching contractual agreements with highly prized candidates who have other options and offers. At this critical stage of the hiring process, Chief Financial Officer Kent Dyer found and President Williams approved the funds necessary to sign this outstanding incoming cohort of faculty.

INTERDISCIPLINARITY AND INNOVATION

Committed to providing opportunities for students to explore, discover and integrate knowledge and skills, Muhlenberg faculty continue to develop curricular programs that support integrative learning and innovation. With increasing student interest in interdisciplinary fields, the neuroscience program became a department this year, and the faculty added a major in public health to complement the existing minor in that field. Lora Taub-Pervizpour, associate dean for digital learning, developed a new LVAIC (Lehigh Valley Association of Independent Colleges) consortial minor in Documentary Storymaking in collaboration with Muhlenberg colleagues, Aggie Ebrahimi Bazaz and Jenna Azar, along with faculty from Lafayette and Lehigh Universities. Interest in digital learning continues to grow among faculty and students at Muhlenberg. With support from the Digital Learning Team, faculty from across departments developed nine different online/blended courses. In the general education curriculum, cluster courses, thematically linked courses from two different departments, provide opportunities for students to solve complex problems that require the integration of multiple disciplinary perspectives.

DIVERSITY AND GLOBAL LEARNING

This year saw the pilot of two Intergroup Dialogue courses modeled after the University of Michigan program. An initiative supported by the College’s Diversity Strategic Plan, the courses engage students in facilitated discussions about identity and difference. With support from the Andrew W. Mellon Foundation, faculty developed several new MILA (Muhlenberg Integrated Learning Abroad) short-term study abroad courses. This year MILA students travelled to Costa Rica, Ireland, Panama and Senegal as part of their coursework. In addition, 275 students spent a semester or year studying in another country. The College’s three-year Mellon grant also supported a learning opportunity for a group of 15 faculty members who participated in a spring semester reading group followed by an international study trip to Bangladesh and India. During the fall semester, these instructors will be revising their courses in ways that are informed by their own global learning experience.
Life in student affairs is an ever-evolving process. Every fall we welcome a first-year class of excited new members to join our community. Each spring we say goodbye to seniors who can’t believe their four years have passed so quickly. But, it’s what occurs between these comings and goings that make the Muhlenberg experience what it is for all students.

Upon my arrival 10 years ago, the Student Government Association president shared that students had three main concerns: “where they laid their head, what was on their plate, how much was in their work-study check.” During my tenure, the College made significant progress in constructing and renovating residence halls. The completion of Phase 1 of Seegers Union saw the award-winning restaurant come to fruition. Work-study has seen an increase in the hourly rate.

I dare say that in the ensuing years, what concerns this generation of students will be access, equity, social justice and sustainability. It is more than seeking Maslow’s hierarchy of needs, but rather, what are we doing for the global community today and in the future? What kind of a carbon footprint are we creating for those generations to come? How do we demonstrate a deep respect for diversity in its broadest interpretation? There are multiple ways that these questions have been asked and acted upon this past year.

The office of multicultural life added the position of assistant director, which allowed more programmatic efforts to be achieved. There are two initiatives that are providing opportunities for dialogue. “Doing Groundwork” is a multicultural education workshop series facilitated by faculty, staff and students with peer-led discussion on topics of race and ethnicity, sexuality, gender and organizing as a means of creating lasting change. The office of multicultural life supports this initiative through program and enrollment management, training of facilitators, curriculum development and marketing of the program. Diversity Conversations is a means of facilitating diversity and inclusion-based dialogues with student athletes, members of Greek letter organizations, campus-wide student organizations and resident advisors as part of their training. The office of multicultural life supports this initiative through providing subject matter expertise, instructional design, workshop development and providing space and materials for these dialogues. These initiatives inform and empower student voices, sparking a collective clarion call for what is right and just for the Muhlenberg community, the City of Allentown, the Lehigh Valley and beyond.

The offices of community engagement and multicultural life have worked collaboratively to host social justice retreats where students are being prepared to be trained facilitators for ongoing discussions. This is an effort to respond to student voices about the need for more intentional political discourse on campus.

Through engagement committed to sustainability endeavors, partnerships have evolved with EnAcT (Muhlenberg’s Environmental Action Team) and dining services to inform the community about food waste. The visual of how much food is being wasted on any given day is staggering, yet hopefully effective in its message. This is an avenue for each student to recognize that their choices do have an impact on the broader society. Mules can indeed make a difference.

These are just a few examples of the mindset of this generation of students. They desire a better world and recognize they must choose to be a part of the solution. Their voices and passion for social justice energize our community to seek action. They are no longer content with “talking the talk” but are seeking to “walk the walk.” I could not be more proud of our students.

Karen Green
retired as the vice president for student affairs and dean of students May 31, 2016.
The music department started the year with moving choral and instrumental performances for the presidential inauguration of John I. Williams, Jr., including the premiere of Fanfare – New Beginnings by faculty composer Dr. Douglas Ovens. This was followed by more than seventy student solo recitals, ensemble concerts, and concerts by acclaimed faculty and guest artists, including the Escher String Quartet and sarod master Ken Zuckerman (pictured).

In addition to Candlelight Carols, Faculty Jazz Recital and Paul Windt’s violin recital, highlights included:

- A faculty voice recital featuring Brian Chu, Ellie Escher and Lauren Madigan, accompanied by Vincent Trovato.
- Two operas: La Voix humaine, sung by Patricia Budlong and accompanied by Dr. Barbara Golden, and a student performance of Hansel and Gretel, directed by Dr. Margaret Hanegraaf.
- A performance of Strauss’s Horn Concerto No. 1 by the Wind Ensemble and soloist Ben Kimmelman ’16.
- Dr. Paul Murphy completed his first year as chair and published an article on Spanish music in Eighteenth-Century Music.
- Dr. Kassandra Hartford was promoted to assistant professor of music history and presented at the National Conference of the American Musicological Society and the Society for American Music.
- Dr. Douglas Ovens had performances of his music presented in Virginia, New York City and Boston.
- Steven Feldman ’16 received the distinguished Class of 1969 Graduate Study Award.

The art department, home to 47 majors and minors in studio art and art history, celebrated the end of the 2015–2016 academic year with an opening for the Senior Thesis Exhibition at Brooklyn venue, Gallery Petite, attended by students, faculty and local alumni (pictured). The show featured paintings, prints and photographs by Jessica Alceh ’16, Katherine Boll ’16, Jordan Labbe ’16, Taylor Sue Leonhardt ’16, Emily Scharf ’16 and Jason Ulman ’16. It moved to the MartinArt Gallery on campus in late April.

Under the directorship of Paul Nicholson, the Martin Art Gallery presented a dynamic series of exhibitions and gallery talks. Department highlights:

- Art history major Emma Raymond ’16 presented a paper on feminist art activists at the LVAIC Women’s Studies Conference at DeSales University.
- Art history major Emily Junker ’16 secured a prestigious summer internship at the Metropolitan Museum of Art.
- The department’s partnership with the Allentown Art Museum is ongoing, with Samantha Hughes ’19 and Wescoe student Alison Bearish receiving summer internships.
- Assistant professor of art, printmaker Emily Orzech presented recent work in a lecture and exhibition at the Martin Art Gallery.

The dance program had another spectacular season, highlighted by a groundbreaking Master Choreographers concert in February, featuring three noteworthy restagings and four highly innovative world-premiere works by Muhlenberg faculty:

- Shapiro & Smith Dance’s “To Have and To Hold” and Karole Armitage’s 2006 contemporary ballet “Ligeti Essays” were presented as part of the Baker Artist-in-Residence Program, with support from the Dexter F. & Dorothy H. Baker Foundation.
- Master Choreographers also featured all four movements of “Songs of the Disinherited,” Donald McKayle’s 1972 masterwork. McKayle ensemble member Randall Anthony Smith served as répétiteur and has since joined Muhlenberg’s full-time dance faculty.
- Among the world-premiere faculty pieces presented, Professor Karen Dearborn’s “Arise” was Muhlenberg’s first mainstage dance piece to incorporate aerial acrobatics, building on the growing popularity of aerial and circus programs at the College.
- In addition, 58 student choreographers created original dance works on the Muhlenberg stage last season. More than 200 dancers performed under the direction of these emerging artists in five student-choreographed concerts.
- Muhlenberg’s third circus production, VOD, showcased the talents of student dancers and choreographers, as well as acrobats, jugglers, magicians and clowns in a beautifully realized modern circus performance.
Nationally-Ranked Theatre

Remarkable ambition and diversity distinguished the theatre program's 2015–2016 season, which ranged effusively from Bob Fosse to James Joyce. In October, a sold-out production of Kander & Ebb's *Chicago*, directed by Professor Charles Richter, showcased the department's world-class musical theatre talent, as well as its spectacular dance technique in Fosse-style choreography by Assistant Professor Jeffrey Peterson. In December, Professor Francine Roussel's boisterous production of an 18th-Century commedia classic *Servant of Two Masters* displayed student performers' strong connection to continent- and history-spanning theatrical styles.

In March, Professor Beth Schachter mounted an epic production of Sarah Ruhl's tour-de-force historical fantasia, *Passion Play*, and in April, Professor James Peck undertook a surreal and ambitious staging of *Ulysses in Nighttown* (pictured), based on Joyce's epochal novel. The season also showcased the tremendous talents of six student directors and three student playwrights in September's *New Voices* world premiere play series and February's *New Visions* Directors' Festival.

The theatre program ranked sixth in the nation, according to *The Princeton Review's The Best 380 Colleges: 2016 Edition*. Several alumni made the news this year:

- Jordan Ahnquist '05 opened the NYC production of *Shear Madness*.
- George Psomas '05 performed in the Broadway revival of *Fiddler on the Roof*.
- Anthony Azizi '91 starred in the world premiere of *Oslo* at Lincoln Center, Broadway–bound this spring.
- Matt Dicken '14 took his soul-searching one-man show, *butyou'reaman*, to the FringeNYC Festival, where it won an Overall Excellence Award.
- Madison Ferris '14 was cast in the upcoming Broadway revival of *The Glass Menagerie*, with Sally Field.
Spanish Service–Learning Initiative

The LVAIC Spanish Service–Learning Initiative began its third year with a community forum on immigrant students and higher education. With nearly 100 faculty, students and neighbors from the immigrant community attending, the presentation by immigrant activists, including a number of brave, undocumented students and State Representative Mike Schlossberg, was electrifying. Organized by Dr. Erika M. Sutherland, associate professor of Spanish, the event served to inspire students to learn more about immigration issues.

The initiative included multiple programs: interpreting for parent–teacher conferences at Allentown’s Central Elementary School, citizenship classes, immigration law clinics, and interpreting for AARP’s Tax–Aide volunteer income tax preparation service. Throughout tax season, four Muhlenberg students worked with Wescoe School lecturer Anu C. Ghai, Dr. Sutherland and volunteers from AARP to learn and put into practice the ethics and skills needed to interpret for taxpayers.

More than 40 Spanish–speaking students from Cedar Crest, DeSales, Lafayette and Muhlenberg took part in this extended community outreach.

Center for Ethics

Under the direction of Dr. Chris Sistare, professor of philosophy and co-director of philosophy and political thought, the Muhlenberg Center for Ethics seeks to develop capacities for ethical reflection, moral leadership and responsible action by engaging community members in scholarly dialogue, intellectual analysis and self-examination about contested ethical issues. Dr. Thaddeus Robinson, associate professor of philosophy, developed the center’s 2015–2016 program, “Influence & Information.” In the fall, the theme focused on “Whose Safety? Whose Security?” and explored questions about policies claiming to protect a group of persons while perhaps endangering another or compromising the safety of those they are purported to protect, while the spring’s topic of “Manipulation Nation” reflected on society’s manipulative practices and citizens’ responsibilities with respect to seeking and sharing information. The center hosted 19 events throughout the year designed to address the theme, including lectures, documentary screenings and a visit to the Eastern State Penitentiary.

Robert Epstein, senior research psychologist at the American Institute for Behavioral Research and Technology and a contributing editor for Scientific American Mind, delivered a lecture in February on mind control within the technological age.

Languages, Literatures & Cultures

The department of languages, literatures and cultures launched many programs, initiatives and curriculum changes in 2015–2016, including a new interdisciplinary minor in Italian Studies, led by Dr. Daniel Leisawitz, and an overhaul of the French curriculum.

The International Student Association, International Relations Council and the department hosted the first annual International Week in October, celebrating the cultures and languages represented by the College’s student body. In April, three students in the Russian program, Adam Elwood ’16, Isaac Shimsky–Agosto ’16 and Elizaveta Shmakova ’18, under the guidance of advisor Dr. Luba Iskold, presented their projects at the national undergraduate research symposium entitled “Europe: East & West,” at the University of Pittsburgh.

Another major departmental initiative – the reconstruction of the Language Learning Center, reopens in fall 2016 as the new LC Commons. This center will provide digital and face–to–face international connections through video technology, conversation partners and cultural events held in a central Ettinger space.
**Trexler Library**

Trexler Library is Muhlenberg’s multi-disciplinary learning hub, inspiring curiosity and learning through research, writing, collaboration and contribution to the growth of knowledge. The library complements each department’s curriculum through improved access, expanded resources across all disciplines, engaging and timely programs and excellent services.

During the 2015-2016 academic year, the library experienced continued growth in electronic resources, as more ebooks, databases, streaming content and subscriptions were added. The purchase of these added resources was made possible in part by the savings gained from the implementation of a cloud based, software-as-a-service library management system. This new system not only provided savings that could be allocated to resources but also increased efficiencies in the management of those resources and allowed for the removal of library fines.

While electronic resources comprised the bulk of the collection increase and usage, print and primary resources also saw significant surges in usage, especially in the area of special collections and archives. Susan Falciani, the special collections and archives librarian, works closely with faculty across campus to incorporate primary resources into courses, and these resources are now being brought to life in exciting new ways, such as in documentary film clips created by students.

The informational heart of campus, the library responded to public concerns about the Zika virus, forming a panel of faculty to address the issue from all sides: public health, information literacy, biology and history. The panel presented to a full house in February, with over 125 attendees.

Library spaces are changing as well, with a redesign of the Information Commons and the addition of a One Button Studio that allows students to record themselves giving a presentation, practicing lines for a play or doing a mock interview.
GEMS Camp

The natural sciences division offered its GEMS (Girls Experience Muhlenberg Science) day camp for middle school girls for a second year. Twenty girls from around the Lehigh Valley attended with eight Allentown girls receiving scholarships. Girls came from South Mountain, Harrison Morton, Springhouse, Orefield, Lower Macungie, Whitehall, Salisbury and Raub Middle Schools, and Moravian Academy. Camp activities included investigating Cedar Beach’s stream health, food chemistry, sheep brain dissection, perfumery, dyes and paints and forensics. Faculty participants were Christine Ingersoll, Ph.D., Patricia Bradt, Ph.D., Sherri Young, Ph.D., Robert Fuller, Ph.D., Jeremy Teissere, Ph.D., Keri Colabaroy, Ph.D., Marcia Baar, Ph.D., and Professors Gail Marsella and Karen Tuerk. Student counselors were Graceanne Ruggerio ’16, Shaelyn Casey ’17, Patrick Maehler ’17 and Andrew Stavros ’17. Needs-based scholarships, at $250 each, for the 2016 program were made available through the generosity of the Mathematical Association of America’s Tensor Program, Indicon, Inc., the American Chemistry Society and Freysmiles Orthodontics.

Grand Expedition

Jordanna Sprayberry, Ph.D., associate professor of biology and neuroscience, received a National Park Service–University of Wyoming research grant in collaboration with Michael Dillon, Ph.D., associate professor of biology at the University of Wyoming, to study the timing of wildflower blooming and its relationship to bumblebee foraging activity in Grand Teton National Park (GTNP). Dr. Sprayberry took two recent alumni, Rachel DeFino’16 (biology) and Adam Elwood’16 (neuroscience) as research assistants to live at the AMK Ranch Research Station on Jackson Lake in GTNP.

The research team monitored bloom timing and abundance at multiple sites by the lake, collected bumblebee population composition data and assayed foraging activity. When they weren’t in the field or in the lab processing data, the team kayaked on Jackson Lake, had the opportunity to visit Yellowstone National Park and enjoyed local hiking opportunities – including collecting preliminary bumblebee assays in Death Canyon. Such opportunities for Muhlenberg students and graduates afford hands-on research experiences in preparation for graduate study.

Postgraduate Mission

After graduating with a bachelor of science degree in biology, Kerry McGowan’15 decided to take a two-year break before pursuing graduate school. During this gap period, she searched for opportunities that would allow her to work outdoors and meet new people. Her first experience was a month-long work exchange with Concordia Eco-Resort in St. John, U.S. Virgin Islands. There, she explored the terrestrial and marine ecosystems of this Caribbean environment. She then pursued an AmeriCorps position with American Conservation Experience based in Flagstaff, Ariz. in late 2015. Long excursions into various national parks and wilderness areas included Stanislaus National Forest, Calif.; Prescott National Forest, Ariz.; Pecos, N.M.; and Guadalupe Mountains National Park, Texas. Next, she worked as an outdoor sales representative at L.L. Bean in her hometown of Medford, N.J. and then pursued a summer internship in Washington, D.C. at the Smithsonian National Museum of Natural History. Recently, Kerry accepted a position with Puget Soundkeeper Alliance in Seattle. She is leading volunteer crews in the Puget Sound region doing marine debris cleanups, pollution patrols by boat and kayak, and salmon pre-spawn mortality surveys. A doctoral degree is on the horizon, in molecular genetics and marine invertebrate biology, beginning fall 2017.
Science Professions

Recipient of the Dr. John Ezra Trainer Award, Elianna Kronisch ’16 conducted research on campus this past summer under the direction of Daniel Klem, Jr., Ph.D., D.Sc., Sarkis Acopian professor of ornithology and conservation biology. She was studying how bird-friendly the Muhlenberg Campus really is.

The natural sciences division of Muhlenberg College supports a great number of student scientists, soon-to-be health care professionals and others who will become teachers, environmentalists and lifelong naturalists. The College’s reputation in the natural sciences was built by professors such as Trainer, who taught anatomy and physiology for over 40 years (1939–1979).

The College’s commitment to science has expanded over the years to include a new major and department in neuroscience. Science graduates go on to excellent jobs and many earn advanced degrees in the sciences and health professions.
Social Sciences

Meaningful Paths to Social Change

Psychology

The psychology department is actively invested in classroom innovation and high impact practices. This year, the department offered its first hybrid course, taught four service-learning courses, contributed to the new Intergroup Dialogues course and actively supported the College’s new cluster courses (partnering with art, chemistry, media & communication and public health).

Department faculty continue to be active scholars through publication of seven peer-reviewed articles, three book chapters and 32 presentations at professional conferences. Thirty-four psychology students co-authored publications or presentations, and several faculty received prestigious honors this year (see Kudos). Dr. Alan Tjeltveit was elected president of the American Psychology Association’s Division 24: Society for Theoretical and Philosophical Psychology. The division encourages and facilitates informed exploration and discussion of psychological theories and issues in both their scientific and philosophical dimensions and interrelationships.

Education

Amidst the din of a political season that has been alarmingly silent on the status of American schools lies the hearts of teachers and children who return every year to school with anticipation and hopeful dreams.

The education department has the privilege of helping Muhlenberg students who choose teaching from among many career options available to them to gain entry into the public school community in pursuit of their teaching certifications. The department is inspired by the talent and commitment that students bring to their dreams of becoming teachers, especially in light of the challenges and changes in contemporary society. Upon graduation, upwards of 90 percent of education students enter the diverse array of public school classrooms.

Recently, Kylie Sickler ’15 shared, “During my studies at Muhlenberg, my mind was opened to unfamiliar and unsettling truths about the complex education system in our nation. I am now a first grade teacher, at PS 770 in NYC. While at Muhlenberg, I refined my goal of becoming an educator; more specifically, an urban educator.”

JoJo Tsacoyeannes ’16 is currently working toward her master’s degree in literacy education at the University of Pennsylvania. She says, “Muhlenberg education professors all have experiences in public education and they talk about the importance of teaching all children.”

Teachers have a responsibility to understand the implications of their work in regard to the ethical, moral, political and social realities that shape American education.

Media & Communication

The media & communication department had a busy year, welcoming two new assistant professors, Aggie Ebrahimi Bazaz, an award-winning documentarian, and Irene Chien, a video game scholar. The department hosted its sixth annual Alumni Week, which brought over 35 media & communication graduates back to campus for four days of sessions and workshops. Participants ranged from Delaware Public Media science reporter Katie Peikes ’15 to QVC’s creative director of brand strategy, Jeri Cohen ’84.

The department organized the Social Research Social Justice (SRSJ) conference, co-sponsored by the department and Lehigh Valley Association of Independent Colleges. SRSJ was founded in 2003. This year, for the first time, SRSJ featured a student keynote by Vernon Jordan III ’16, who screened his documentary Project Imagine. Over 50 students presented on social justice topics in a conference setting. Department faculty hosted or co-sponsored an array of events, including a Media Literacy Week, independent film-maker screenings, museum tours and gathering of college professors.

Associate Professor Amy Corbin published Cinematic Geographies and Multicultural Spectatorship in America, and Bazaz was named a 2016 National MediaMaker Fellow.
Community Engagement

The 2015–2016 academic year in the office of community engagement (OCE) saw a continuation of already-existing strong programs and some opportunities for new initiatives. A continued focus on depth of engagement created a new vision for the College's partnership with Jefferson Elementary School. Faculty in physics and biology partnered with Muhlenberg students and Jefferson fourth graders on exciting campus-based science experiments. Kids looked at invertebrates in fresh water stream samples, participated in physics experiments related to vision and dissected a sheep’s eye. Third graders came to campus for College Connect to talk about potential careers and push Muhlenberg students to consider their own futures. Fifth graders worked with students in Muhlenberg’s Circus Workshop to tumble, juggle, clown, dance and imagine. The entire school comes to campus for Jefferson Field Day, and 2016 marked the 25th anniversary of this event. Next year, the office will add a literacy-focused visit for second graders on campus as well. With Muhlenberg students also working in classrooms and after-school programs at Jefferson, it is the hope that students from both schools will continue to envision each space as part of their own educational experiences.

The OCE was honored with the Allentown Arts Commission's Arts Ovation award for outstanding service in the arts. The work of campus employees in collaboration with students and community members strives to create inclusive spaces for people to connect through the arts and share their voices through creative expression. The new Doing Groundwork program through the office of multicultural life also allowed OCE staff new opportunities to engage with intersectional social justice work. OCE partnerships within campus and local communities allow for positive impacts on individuals and systems as the staff and students work to move their community forward.
Global Education

Learning Beyond the Classroom

Last year, 275 students studied off campus in 26 countries, Washington, D.C. and Woods Hole, Mass. Each semester, Muhlenberg students who study abroad have opportunities that build on the academic rigor of our curriculum here and expand their horizons with truly exceptional skills that set them apart. Highlights:

**RESEARCH** Five students did intense independent research abroad related to the theme of their programs. Their research spanned racism in Tunisia; migrant female health and sex trafficking in Switzerland; the health of the Mapuche in Chile; policies concerning genetically modified organisms in Switzerland; and the environmental impacts of large events such as the Olympics in Switzerland.

Four students participated in group field research about the rainforest in Australia; marine biology in Turks and Caicos; and oceanographic research on a tall ship in the Caribbean and one in French Polynesia.

**HOMESTAYS, VOLUNTEER AND SOCIAL ACTIVITIES** Several students volunteered to teach English to K–12 students. Homestay students improved their language skills. Excursions linked with courses included visits to museums, NGOs, hospitals, government offices and small and large enterprises. Two students tried out for the school soccer team in Madrid, playing in almost all the games. While abroad, our students soak in local life, joining clubs, taking folkloric dance lessons, playing club sports, traveling and enjoying the camaraderie of local and international students.

**MUHLENBERG INTEGRATED LEARNING ABROAD (MILA)**

Our faculty-led MILA courses start with students on campus studying a country during the spring semester and then traveling abroad for two weeks with their professors. In addition to students going to Costa Rica and Ireland, two new MILA programs were conducted this past summer:

**SENEGAL** Paul McEwan, Ph.D., director, film studies, and Eileen McEwan, Ph.D., department chair and associate professor, French, led a MILA course to Senegal May 23–June 5, 2016. Students learned the history, culture and economics of Senegal where they focused on the hip-hop movement known as Yen a Marre (Fed Up), a group that has instigated political and social change. Students collaborated with hip-hop musicians to create an original video clip used by of one of the Y’en a Marre hip-hop groups.

**PANAMA** Erika Sutherland, Ph.D., associate professor, Spanish; Chrysan Cronin, director, public health; and Brea Burger, Ph.D., assistant professor, public health, took students to Panama for their MILA course entitled Public Health in Practice. After arrival in Panama City, they flew to rural David to work with indigenous people. One project entailed the restoration of the patio garden of the hospital at San Felis. Student Team Water worked with the Ministry of the Environment on watershed protection and reforestation. Team Domestic Violence explored the incidence and resources available for victims, conversing in Spanish with staff and clients of MIDES, Panama’s Ministry of Social Development.

**INTERNSHIPS** Thirty students participated in internships in the Czech Republic, England, France, Ireland, Israel, Italy, Spain and Washington D.C., which is our longest-standing global internship program.

In its 28th year, the Muhlenberg Washington Semester was founded by Muhlenberg and three other Lutheran colleges (LCWS). Today, 13 private Lutheran colleges participate in this program, located in the nation’s capital. Considered an honor and an experience of a lifetime, the program offers the students a world of opportunities in every field.

Mackensie Weilnau ’17, an accounting and computer science double major, completed her internship at the Securities Exchange Commission (SEC), doing research for court cases involving whistle-blowers. Her experience has led to a full-time job at Ernst & Young. Andrew Berdahl ’17 served as a congressional intern for U.S. Representative Charles Dent (PA). He is looking forward to a career in military intelligence in the U.S. Navy. Megan Garvey ’17 interned at the Washington National Opera at the John F. Kennedy Center. She did costume construction and pattern making. Six other students interned for NGO’s, a congressman and the National Archives.

Incredible internships in Europe: Akshara Kartik ’17 interned at the Neurological Institute of Sciences in Seville, Spain, where she shadowed two neurosurgeons performing craniotomies and tumor removals. Gabriella Eisler ’17, also in Seville, interned with a pediatric doctor, two endocrinologists and one general practitioner. Lauren Butler ’17 interned at a theatre in Aix-En-Provence in France. All three students took all courses in the host country language. In Ireland, Alyssa Kratz ’17 worked at the radio station 103.2 Dublin City FM and was “on air” a few times every week. Eleven other students interned at various media and communications businesses or non–profits there.

**DONNA M. KISH–GOODLING, PH.D.,** is professor of economics and dean of global education.
A Semester in Ireland: Melinda Graber ’17

“I spent the spring of 2016 studying in Dublin. As part of the media and communication department’s annual program, I took communications courses with Muhlenberg students as well as local students at Dublin City University. Living on campus gave me the opportunity to meet students from several countries, while simultaneously really getting to know others from Muhlenberg. For the second half of the semester, I interned at the Irish Arts Review, a leading art and design magazine. The internship focused on marketing and public relations, allowing me to put what I have been studying into practice. I was sent on marketing calls around the city and even attended a fashion show at one point. As part of the program, all the Muhlenberg students spent a week in London. We toured the headquarters of world-renown media companies, such as the BBC and Moving Picture Company. Throughout the semester, I was able to visit five countries outside of Ireland and take several day trips to different places within the Emerald Isle. My favorite part of the semester was exploring the city of Dublin. I loved traveling around the country and experiencing Irish culture.”
Women’s Basketball

Despite graduating six seniors from its 2015 Centennial Conference (CC) championship team, women’s basketball recorded one of its best seasons ever, winning its second consecutive and league-high ninth CC championship title. Earning the right to host the first two rounds of the NCAA Tournament, the Mules defeated St. John Fisher College in the first round and finished the season with a record of 25–3, ranking 14th in the final Women’s Basketball Coaches Association poll. Statistically, they placed in the top five in Division III in field-goal percentage defense (3rd), blocked shots per game (3rd) and three-point shooting (4th).

Women’s Lacrosse

The Muhlenberg women’s lacrosse team reached new heights in 2016, winning its first championship in College history and finishing the season with a record 13 wins. After a season that included setting a school record with a seven-game winning streak, the Mules hosted the Eastern College Athletic Conference Mid-Atlantic Tournament, clinching the title in a 13–9 win against second-seeded Stockton University.

Football

The football team ended the regular season with a six-game winning streak and finished with a record of 8–3, earning its 12th postseason berth in 16 years. The Mules outscored their opponents by an average of 10 points per game and ranked in the top 20 in NCAA Division III in rushing defense (8th), total defense (13th) and time of possession (17th).

2015–2016 For the Record*

| .893 | Women’s Basketball 25-3 |
| .727 | Football 8–3 |
| .722 | Women’s Lacrosse 13-5 |
| .679 | Volleyball 19–9 |
| .611 | Field Hockey 11–7 |
| .474 | Baseball 18–20 |
| .440 | Men’s Basketball 11-14 |
| .395 | Softball 15–23 |
| .375 | Men’s Soccer 5–9–2 |
| .306 | Women’s Soccer 5–12–1 |
| .267 | Wrestling 4–11 |
| .200 | Men’s Tennis 3–12 |
| .188 | Men’s Lacrosse 3–13 |
| .143 | Women’s Tennis 2–12 |

*cross country, golf and track not calculated as team percentages
Brandi Vallely '18 led the country in assists per game and set an NCAA record with five triple-doubles.

In her first year running for the Mules, Jamie Pacilio '18 qualified for the NCAA Championships.

With 7,464 yards, Nick Palladino '17 broke the College's career passing record.

Sara Finger '17 was named the Centennial Conference women's tennis player of the year.

Katherine Boll '16 was named All-Centennial Conference for the fourth consecutive year.

Bryan Auville '16 was named to the Academic All-America team, the fifth athlete in Muhlenberg history named to the team more than once.

Anthony Ware '18 set school records in the 55 meters and 60 meters indoors and earned a silver medal in the Centennial Conference 100 meter dash outdoors.

For the second consecutive year, Jordan Rosenthal '16 competed in the NCAA Championships and repeated as Centennial Conference champion in the javelin.

Rachel Plotke '18 led the country in three-point shooting and set the Centennial Conference record for consecutive free throws made.

Casey Armstrong '16 was named MVP of the ECAC Mid-Atlantic Tournament.

Qualifying for the NCAA Championships in both cross country and track & field, Jaryd Flank '17 set a school record in the steeplechase.

Timmy Pilrun '18 earned a spot as first-team All-Centennial Conference pitcher.

Aine Filler '19 was the Centennial Conference runner-up.

Outstanding Athletes

Qualifying for the NCAA Championships in both cross country and track & field, Jaryd Flank '17 set a school record in the steeplechase.
Prominent Harvard law professor Charles Ogletree, an internationally recognized legal theorist, addressed 517 graduates, their families, Muhlenberg faculty and staff at the College’s 168th Commencement on May 22, 2016. The Harvard Law School Jesse Climenko Professor of Law and founding and executive director of Harvard Law School’s Charles Hamilton Houston Institute for Race and Justice, Ogletree has earned prestige in the legal field by taking a hard look at complex issues of law and by working to secure the rights guaranteed by the Constitution for everyone equally under the law. He has authored several books on race and justice and holds his M.A. and B.A. (with distinction) from Stanford University and a J.D. from Harvard Law School. In addition to Ogletree, four other individuals were awarded honorary doctorates:

David W. Blight is a professor of American history at Yale University and director of the Gilder–Lehrman Center for the Study of Slavery, Resistance and Abolition at Yale. Previously, Blight was a professor of history at Amherst College, where he taught for 13 years. He has won major historical awards and authored a number of books, including Race and Reunion: The Civil War in American Memory, which received eight book awards, including the Bancroft Prize, the Abraham Lincoln Prize and the Frederick Douglass Prize.

Bill Bradley represented New Jersey in the U.S. Senate from 1979–1997 and was a candidate for the 2000 Democratic nomination for president of the United States. Before serving in the Senate, he was an Olympic gold medalist in 1964 and a professional basketball player with the New York Knicks from 1967–1977, during which time the team won two NBA championships. Bradley is the author of six books on American politics, culture and economy—all New York Times bestsellers. He is currently a managing director of Allen & Company LLC, a member of the board of directors of Starbucks Company and the host of American Voices, a weekly show on Sirius/XM Satellite Radio that highlights the remarkable accomplishments of Americans both famous and unknown.

Stephanie Coontz teaches history and family studies at The Evergreen State College in Olympia, Wash., and serves as director of research and public education at the Council on Contemporary Families. She has authored seven books on marriage and family life, including A Strange Stirring: ‘The Feminine Mystique’ and American Women at the Dawn of the 1960s; The Way We Never Were: American Families and the Nostalgia Trap; and Marriage, A History: How Love Conquered Marriage, which was recently cited in the U.S. Supreme Court decision on marriage equality.

Dan Kunkle taught high school biological sciences in Bethlehem, Pa., for 28 years and was science department chair for 18 of them. In 2002, he started the Lehigh Gap Restoration Project, which led to his early departure from the classroom to become the full-time volunteer executive director of what is now called the Lehigh Gap Nature Center. This is the only environmental education center in the country to be created from a Superfund site.

New Vice President of Student Affairs
Allison Gulati was appointed the new vice president of student affairs and dean of students at Muhlenberg College, reporting to the president, effective August 1, 2016. Formerly the associate dean of students and director of strategic initiatives at Lehigh University, Gulati has extensive experience in a priority area for Muhlenberg: building stronger bridges between students and academic affairs. Of great importance to Muhlenberg, diversity and inclusion have been at the heart of Gulati’s professional work. She led multiple departments including the Offices of Multicultural Affairs, LGBTQIA Services, the Women’s Center, Gender Violence Education and the Community Service Office. Gulati is a graduate of James Madison University and earned her master’s degree from the University of Georgia, where she also received the Outstanding Alumnae Award in 2009.
Faculty & Staff Awards

The Class of 1932 Research Professorship for 2016–2017: Jefferson Pooley, Ph.D., department chair & associate professor of media & communication; Kate Richmond, Ph.D., associate professor of psychology

The Donald B. Hoffman Research Fellowship: Thomas Cragin, Ph.D., professor of history

The Daniel I. and Carol Shiner Wilson Awards: Alec Marsh, Ph.D., professor of English; Amy Corbin, Ph.D., associate professor of media & communication & film studies; Keri Colabroy, Ph.D., associate professor of chemistry; Eduardo Olid Guerrero, Ph.D., associate professor of languages, literatures & cultures

The Robert C. Williams Faculty Award: William Gryc, Ph.D., associate professor of mathematics & computer science

The Crossette Family Fellowship for International Research: William "Chip" Gruen, Ph.D., department chair & associate professor of religion studies

The Chairman’s Award: Nicole Hammel, director of institutional research & records

The Outstanding Faculty Advisor to First-Year Students: Michael Huber, Ph.D., dean of academic life & professor of mathematics

The Paul C. Empie ’29 Memorial Award for Excellence in Teaching: Marcia Morgan, Ph.D., associate professor of philosophy & director of women’s and gender studies

The Christian R. and Mary F. Lindback Foundation Award for Distinguished Teaching: Mark Sciuotto, Ph.D., department chair & professor of psychology

Promotions

- Elizabeth Nathanson, Ph.D., associate professor of media & communication
- William Gryc, Ph.D., associate professor of mathematics & computer science
- Sharon Albert, Ph.D., senior lecturer in religion studies
- Bruce Anderson, Ph.D., dean of academic life
- Kathy Harring, Ph.D., vice president and dean of institutional effectiveness and planning, interim provost
- Richard Niesenbaum, Ph.D., director of the RJ Fellows Program
- William J. Tighe, Ph.D., professor of history

NSF REU Grant, a First for Muhlenberg

Investigators Eugene Fiorini, Truman Koehler Professor of Mathematics, and Byungchul Cha, associate professor of mathematics, were awarded a three-year, $323,916 National Science Foundation (NSF) Directorate for Research Experience for Undergraduates (REU) based on their proposal, “Research Challenges of Identifying Integer Sequences Using the OEIS.” The NSF REU funds 10 college applicants from a national pool to spend nine weeks on campus in summer solving mathematical problems.

Recent Books by Faculty


Prestigious Awards for Postgraduate Study

The Prestigious Awards Initiative assists undergraduates and recent graduates as they engage in a process of reflection upon their education, values and life goals in order to enhance their success as they apply for opportunities to further their studies after Muhlenberg. Since the inception of the initiative, over 152 awards, finalist rankings and honorable mentions have been earned by Muhlenberg students and recent graduates.

- Alexa Carollo ’14 received a National Science Foundation Scholarship, which awards $30,000 plus $10,500 cost-of-education allowance for graduate study in the sciences. Alexa majored in chemistry and physics and was a member of Phi Beta Kappa, earning honors in chemistry at graduation. Award advisor: Bruce Wightman, Ph.D., professor of biology.

- Jacob Glass ’13 received a Switzer Environmental Fellowship, which awards 20 promising environmental leaders each year $15,000 each to complete master’s and doctoral degrees in New England and California to develop their expertise to address environmental challenges. Jacob majored in international studies and environmental science at Muhlenberg, and is completing his Master’s of Public Policy (MPP) at Harvard Kennedy School with the goal of creating partnerships for the sustainable use of public lands.

- Alexandra Tendler ’18 earned The St. Andrews Society McFarland Scholarship, as a major in English and finance. This is a $23,000 gift for one year of study at the University of Edinburgh in Scotland. Award advisor: Donna Kish–Goodling, Ph.D., and Susan Norling, Office of Global Education.
Muhlenberg welcomes the 2016 new faculty cohort.

**Kudos**

**Library Scholar Awards for Information Literacy**

The Library Scholar Awards for Information Literacy recognize students who have demonstrated growth in and increased understanding of information literacy through independent study or research. Each year, faculty nominate students whose work exemplifies high-quality research and writing. The award winners are chosen through an application process reviewed by the award committee, and the winners are:

- Jadmin Mostel ’16, nominated by Karen Tuerk, for her work on the effectiveness of crushed limestone remediation of simulated sulfuric acid rain.
- Jeffrey Funk ’16, nominated by Sahar Sadeghi, Ph.D., for his work examining the ways in which fat adults in the United States manage the stigma of fatness and the impact that this stigma management has on their everyday lives.
- JoJo Tsacoyeanes ’16, nominated by Chris Borick, Ph.D., for her work on the utility, logic and implications of the ways that U.S. teachers use questions in their pedagogy.
- Liuba Seaboyer ’16, nominated by Erika Bagley, Ph.D., for her work on college-aged students’ napping, nighttime sleep behaviors and associated coping mechanisms.

**Board of Associates Community Service Awards**

The following students (center photo, left to right) received the 2016 Community Service Awards, presented by the Muhlenberg College Board of Associates (BoA) for their outstanding commitment to community service:

- Adam Halpern ’16, a neuroscience major and music minor, served as president of Alpha Phi Omega and the Cardinal Key Society and created and coordinated the Muhlenberg-Jefferson Circus Extravaganza.
- Rikki Chaskes ’16, an art studio major, volunteered for Art Day and worked with the Allentown School District and Jewish community of Allentown.
- Jose Flores ’16, a political science and Spanish double major, worked with community members of all ages teaching English as a Second Language (ESL) at a church in Allentown and volunteered for Jefferson Field Day.
- Julia Burns ’16, a biology major, served as president of both Habitat for Humanity and Best Buddies.

An organization of 200+ business, professional and civic leaders, the BoA is dedicated to fostering community support of the College.

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Farewell

Karen Green, vice president of student affairs and dean of students, retired after 10 years of service at Muhlenberg College and over 35 years in student affairs. A 1986 graduate of Agnes Scott College, Green earned her master of divinity degree from the Candler School of Theology of Emory University in 1997. Joining the College in June 2006, she previously served as dean of students at Wells College in Aurora, N.Y. In her first year at Muhlenberg, Green founded Muhlenberg’s Gospel Choir, “Rejoice.” She regularly held weekly lunches with student leaders and committed her time to important causes, such as the college committee for campus life, the college committee for fitness and athletics, multicultural counsel, multicultural advisory board and the senior year experience.

John Ramsay, Ph.D., retired from his position as provost to return to his teaching role in the education department for 2016–2017. Ramsay earned his bachelor of arts degree from Bucknell University and Ph.D. in educational studies from the State University of New York at Buffalo. He previously served as chair and director of the teacher education program at Dickinson College and taught for 20 years at Carleton College before becoming associate dean there. As provost at Muhlenberg, Ramsay managed all fiscal and personnel aspects of the academic program, overseeing all department heads, the deans of academic life, international programs and the Wescoe School, as well as the registrar’s office, the Institute for Jewish–Christian Understanding, the Martin Art Gallery, the Entrepreneurship Institute, the Center for Ethics and the RJ Fellowship Program.

Rankings


One of the Top 353 Green Colleges, 2016 Edition: The Princeton Review

One of the Top 50 Liberal Arts Colleges: Money Magazine

A– Institute of Public Opinion’s rating as a polling organization:
Nate Silver’s FiveThirtyEight

#6 Best Colleges for Theatre & Dance: The Princeton Review

#14 Best College Dining Halls in America: The Huffington Post

#17 Best Campus Food: The Princeton Review

#48 Best Colleges for Food in America: Daily Meal

#52 Best National Liberal Arts Colleges for Veterans: U.S. News

#62 Best Values in Liberal Arts Colleges: Kiplinger

#72 Best National Liberal Arts Colleges: U.S. News

#108 The Most Environmentally Conscious American Institutions: The Sierra Club

#162 America’s Top Colleges: Forbes

#184 Best Colleges for Your Money: Money Magazine

Diversity

Strengthening the College’s commitment to equity and inclusion remains a top priority. Guiding this essential work is the College’s Diversity Strategic Plan, adopted in fall 2014 by the Board of Trustees. This comprehensive plan outlines six goals and numerous initiatives designed to make the campus a more diverse and equitable community. The plan emphasizes recruitment and retention of students, faculty and staff from diverse and international groups, supporting complex and rigorous teaching and learning about diversity, improving campus climate for all community members, increased engagement with the diverse communities of Allentown and the Lehigh Valley and assessment of progress in this area.

In 2015–2016, the College moved forward on many key initiatives articulated in the plan. The entering Class of 2019 contained a record 23 percent students from diverse and international populations. Muhlenberg offered its first courses in Intergroup Dialogue, a national pedagogical movement that gives students tools to engage in honest, challenging conversations about social identity. The President’s Diversity Advisory Council, comprised of faculty, staff, student and alumni representatives, began its work to oversee and direct the plan. A full update is available online.

Numerous one–time events also promoted a campus characterized by equity and inclusion. More than 900 people attended a town hall meeting hosted by President Williams regarding racial issues on campus at which over 100 faculty, staff and students spoke. Over 200 community members participated in a follow-up dialogue facilitated by professors Brian Mello, Ph.D., political science, and Frederick Staidum, English and Africana studies. President Williams initiated a presidential series on diversity issues; Richard Cohen of the Southern Poverty Law Center delivered the first presentation on “Extremism and Diversity in America.” In March, the MacArthur Award–winning actress and playwright Anna Deveare Smith visited campus to perform her new work about the school–to–prison pipeline, Notes from the Field: Doing Time in Education.

President Williams was featured in The Huffington Post about racial protests on college campuses and an opinion piece on racial slurs, freedom of speech and the importance of listening in The Hechinger Report.

The College hosted the Morehouse Glee Club in March.
The Wescoe School

High Impact Practices, Results

One of the Wescoe School’s metrics in which we take great pride is our 88.1 percent graduation rate for students pursuing their bachelor’s degree through our Accelerated Degree Program (ADP). The Association of American Colleges and Universities (AAC&U) and the National Survey of Student Engagement (NSSE) endorse “High-Impact Educational Practices” as methods that positively impact student engagement and retention, and our graduation rates support these assertions. Wescoe has embraced many of these practices. Two in particular are Capstone Courses & Projects and Community-based Learning. Here, you will see a sampling of this year’s student capstone projects completed for local not-for-profit organizations.

Mission Twenty Two
Bethlehem Emergency Sheltering (BES) is a faith-based partnership that provides a network of care and hospitality for the homeless. Overnight sheltering is provided during the coldest months of the year, December through March.

More than 100 volunteers from sheltering site churches, other churches and the community in general make this important ministry possible. BES is working toward securing a single site location to house homeless winter guests. It currently operates out of 13 local churches on a rotating basis. The capstone team, known as Mission Twenty Two, kept the organization’s vision of this single site location a priority. Here are highlights, which are consistent with the team’s culture: hard work, close attention to detail and a desire to bring fun in the work carried out.

- A guest bartending event at the Apollo Grill in Bethlehem; $1,165 raised.
- A basket raffle with 120 prizes, donated food and baked items, free kids’ activities with BES T-shirts for sale, raising $6,200.
- A float in the Parade of Shamrocks.
- A fundraising manual on talent management, how to produce a communication pipeline, fundraising ideas and ethical considerations.
- Communication by the team, partnering organization, volunteers and supporters.

Capstone Team Apollo
The YMCA/YWCA of Allentown is a non-profit organization that addresses issues affecting the quality of life in the community with programs that directly respond to the City’s needs. One of those programs is called ENCORE, which supports women diagnosed with breast or gynecological cancers.

As students of Wescoe’s accelerated program, Team Apollo worked collaboratively with the Allentown YMCA/YWCA staff members to facilitate the annual Promise of Spring event. This capstone project provided hands-on experience in all areas of event coordination and reinforced the accumulation of team building skills within an organization.

Held early in March, the event is comprised of a luncheon, silent auction, fashion show and entertainment. The event honors the shared bond that develops between women and their families who have experienced breast or gynecological cancer. The event this year was well received with over 200 men and women in attendance. Allentown’s new Renaissance Hotel donated the use of one of its banquet rooms. Close to $25,000 was raised.

Another metric we are quite proud of is our 83.3 percent graduation rate for our student veterans. This compares quite favorably to the national veteran graduation rate of 51.7 percent (Cate, C.A. 2014. Million Records Project: Research from Student Veterans of America. Washington, D.C.). For veterans attending college, though, graduation is only an important first step in their preparations for life after service. Wescoe accepts a responsibility to further enhance veteran students’ career readiness in any way it can.

(Continued on page 26)

Muhlenberg College
Wescoe School of Continuing Education

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(Continued on page 26)
Capstone Team Liberty

The Animal Food Bank of the Lehigh Valley supplies families with pet food in times of economic distress and ensures that no pet is abandoned or relinquished in the local community simply because its family cannot afford to feed it. In 2016, the Animal Food Bank was notified that its primary facility would no longer be available for use and it would be forced to relocate or temporarily close its doors.

The Animal Food Bank in Bethlehem, Pa., requested Team Liberty to advise its board on whether relocating to a proposed new facility was the right decision. Team Liberty analyzed the organization’s finances and created several budgets, each based on different leasing scenarios. The team also assessed the organization’s current supply chain inefficiencies to ensure the new location would solve these problems. Finally, the team determined what it will take to help the Animal Food Bank remain in operation for many years to come. This final portion of the project consisted of building a donor database system from the ground up, creating a newsletter, launching a crowdfunding campaign and organizing a Doggy 5K. Ultimately, Team Liberty decided that moving to the proposed new facility was the right decision and persuaded the Animal Food Bank of the Lehigh Valley’s board to relocate.

Wescoe graduates who served on Team Liberty (left to right) were Heather Mitch and Michael Sitler, with Amy Kocis of the Animal Food Bank of the Lehigh Valley and Otis. Not pictured: Damiana Dipilato, Andrew Jezick and Tyler Wolfe.
Proud of Our Veteran Graduates

As employers know, our military veterans bring many transferable skills to the workplace — self-discipline, a strong work ethic and leadership and teaming skills to name just a few. Despite this excellent preparation, the transition from military service to civilian work presents challenges. One valuable tool Wescoe encourages its veterans to pursue to help facilitate this transition is an internship experience. Several Wescoe veteran students have availed themselves of such opportunities, with great results. Here are synopses of two students’ internship journeys.

Brandon Smith (below right), accounting major and Air Force veteran, spent last spring in Detroit, Mich., interning with Ernst & Young (EY), a multinational corporation and one of the “Big 4” audit firms. Brandon worked on an international project at EY and had an opportunity to meet and converse with the company’s CEO. He participated in an international intern leadership conference, delivering a speech in front of a capacity crowd. Brandon gave another presentation in front of the partners of the Detroit office on how to improve their internship experience, and elements of his recommendations are being implemented. This internship culminated with the best possible result: Brandon was offered a position with EY in May 2017, upon his graduation from Muhlenberg.

Brian Smith, public health major and Army veteran, encountered Habitat for Humanity (HfH) while working on a team project in Professor Gail Eisenberg’s Marketing in Not-for-Profit Organizations course. HfH offered him an opportunity this summer to serve as a neighborhood outreach intern. Impressed with HfH’s mission as “an organization operated on Christian principles that seeks to put God’s love into action by building homes, communities and hope,” Brian accepted. Brian’s work included educating families about available resources and he was particularly involved in HfH’s neighborhood revitalization efforts, assisting with related Promise Neighborhood block parties. Brian saw this as an opportunity to merge his faith, experience and interest in public service while laying groundwork for his eventual career.
In a year in which college enrollments nationally continued to decline, Muhlenberg has been an exception to the rule. Our College opened the fall 2015 semester with 2,186 full-time traditional day students, up from 2,175 the year before, and the fall 2016 enrollment of 2,226 comes within five students of our record for full-time traditional day opening enrollment.

This is not an accident. It is the result of strong student retention and a strong recruitment effort that resulted in a larger than target first-year entering class. Both are evidence of Muhlenberg’s continued power in a challenging higher education landscape.

Early in 2015, University Business magazine wrote about a “perfect storm of (enrollment) challenges ahead,” saying, “From declining numbers of traditional-age high school graduates and changing student demographics, to the overall concern among consumers about the value of higher education, anxiety will haunt enrollment administrators moving forward.”

No doubt the challenges are many. And there are no easy solutions. At the same time, Muhlenberg continues to chart its own path and find ways to succeed in a turbulent educational marketplace.

This year’s first-year class is an example of that success. With 593 students, up from 582 a year ago, and quality metrics that are comparable to recent academic quality, the class is made up of athletes and artists, scientists and business types, community service stalwarts and elected leaders, and much more. Students hail from California to Connecticut, Illinois to Idaho, Beijing to Boston, and, of course, many new students from New Jersey, Pennsylvania and New York. Overall, 28 states, six foreign countries, and Puerto Rico and the District of Columbia are represented in this class.

Muhlenberg continues to compete in a highly selective orbit of schools. Recent data from the Admitted Student Questionnaire (ASQ) of The College Board indicate that our top application overlaps include privates such as Lafayette, Dickinson, NYU, Skidmore, Franklin & Marshall, Villanova, Brandeis, Bucknell, Fordham, Boston University, Carnegie Mellon, Lehigh, Elon, American, Gettysburg, Emerson and Vassar. At the same time, public universities such as Rutgers, Delaware, College of New Jersey, Penn State, Pittsburgh, Connecticut and SUNY Binghamton have crept into our top 35 overlaps as well, reflecting the increased price sensitivity of students and parents.

It’s a complex and complicated market position, with challenges on all sides, ranging from issues of resources and prestige, to institutions willing or required to simply dump huge sums of financial aid money into the marketplace either to support a strategic initiative or just to survive.

As the College landscape changes, so does the student landscape. Changing demographics indicate that student financial need is likely to rise as we move forward, just as student interests and anxieties are becoming more focused on career outcomes. Colleges are being asked increasingly to prove their value, and it is no longer taken as an article of faith that a liberal arts education is a ticket to a better life.

In the face of this complexity, Muhlenberg has earned a reputation as a high-touch, student-focused college, where student–faculty relationships are strong, and where student–faculty collaboration on research, performance and service adds value to the educational experience. Again, ASQ data tell us that students give us great credit for faculty commitment to undergraduate teaching. In a noisy, crowded marketplace, this is our calling card. It is the facet of the Muhlenberg experience that cuts through all the white noise and makes itself heard. It is what our alumni tell us created transformational experiences for them, and it is what current Muhlenberg students communicate most enthusiastically to prospective students.
An Exceptional Experience

Ours is an educational experience with a human face, and with the potential for real relationships, even mentorships. For so many of our alumni and current students, this is truly difference-making. Add to that our recognized excellence in such disciplines as biology, neuroscience, theater, dance, accounting, media & communication, English and psychology, in addition to exciting new programs in areas such as Jewish studies, film studies and public health, and there is academic strength to promote across a broad waterfront.

An area of emphasis for President Williams has been the postgraduate assistance we provide for our students. We have added staff to the Career Center, and President Williams is launching an ambitious network aimed at engaging and energizing all of Muhlenberg’s friends and family—alumni, parents, faculty, friends of the College and staff—in a network that can and will work to the advantage of all of its members, and be especially helpful to our new graduates as they take on the world beyond our campus. This is a big idea with lots of moving parts, but if we can make it work as envisioned, it holds the potential to significantly increase Muhlenberg’s power as a launching pad for our students as they move forward with their lives and careers.

Meanwhile, we welcome another terrific first-year class! They are big, they are full of energy and high hopes for their college careers, and we can’t wait to see all of the ways they will contribute over the coming four years and beyond. —Chris Hooker-Haring ’72, P’08, P’10
Enrollment Data

First-Year Students Receiving Financial Aid 2014–2016 (All Sources)

- 2014: 90%
- 2015: 90%
- 2016: 88%

Six-year Graduation Rates

Muhlenberg College 84%
Private Non-Profit 4-year Colleges 65%
All U.S. 4-year Institutions 60%

Muhlenberg’s students graduate at higher rates, on average, compared to both private 4-year colleges and all 4-year colleges and universities in the United States. This is based on comparison of Muhlenberg’s entering class in 2010 compared to classes entering 2008 at other institutions (most recent data available).


Class of 2020 Ethnic Distribution

- White 80.2%
- Hispanic/Latino 6.7%
- African American/Black 3.9%
- Non-Resident Alien% 3.5%
- Asian 3.0%
- Two or More Races 1.2%
- Unknown 0.8%

Class of 2020 Geographic Distribution

- New Jersey 30%
- Pennsylvania 22%
- New York 18%
- New England 9%
- Del./Md./Va./D.C. 7%
- West/SW 5%
- International 4%
- Midwest 3%
- South 2%

Muhlenberg Acceptance Rate 48.3%

2016–2017 Student Charges at Comparable Colleges

<table>
<thead>
<tr>
<th>College</th>
<th>Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Muhlenberg College</td>
<td>$59,280</td>
</tr>
<tr>
<td>Villanova University</td>
<td>$60,694</td>
</tr>
<tr>
<td>Lehigh University</td>
<td>$61,010</td>
</tr>
<tr>
<td>Gettysburg College</td>
<td>$63,000</td>
</tr>
<tr>
<td>Franklin &amp; Marshall College</td>
<td>$63,260</td>
</tr>
<tr>
<td>Dickinson College</td>
<td>$63,974</td>
</tr>
<tr>
<td>Lafayette College</td>
<td>$64,105</td>
</tr>
<tr>
<td>Skidmore College</td>
<td>$64,214</td>
</tr>
<tr>
<td>Bucknell University</td>
<td>$64,616</td>
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2011–2016 Application History

<table>
<thead>
<tr>
<th>Year</th>
<th>Applied</th>
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</thead>
<tbody>
<tr>
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<td>2,109</td>
<td>584</td>
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<tr>
<td>2016</td>
<td>4,862</td>
<td>2,346</td>
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Fall 2016 International Enrollment

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<thead>
<tr>
<th>Country</th>
<th>Students</th>
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</thead>
<tbody>
<tr>
<td>Afghanistan</td>
<td>2</td>
</tr>
<tr>
<td>Argentina</td>
<td>1</td>
</tr>
<tr>
<td>Canada</td>
<td>1</td>
</tr>
<tr>
<td>China</td>
<td>50</td>
</tr>
<tr>
<td>Colombia/Panama</td>
<td>1</td>
</tr>
<tr>
<td>El Salvador</td>
<td>1</td>
</tr>
<tr>
<td>Great Britain</td>
<td>1</td>
</tr>
<tr>
<td>Guatemala</td>
<td>1</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>2</td>
</tr>
<tr>
<td>Italy</td>
<td>1</td>
</tr>
<tr>
<td>Jamaica</td>
<td>1</td>
</tr>
<tr>
<td>Japan</td>
<td>2</td>
</tr>
<tr>
<td>Jordan</td>
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</tr>
<tr>
<td>Korea</td>
<td>1</td>
</tr>
<tr>
<td>Moldova</td>
<td>1</td>
</tr>
<tr>
<td>Peru</td>
<td>1</td>
</tr>
<tr>
<td>Rwanda</td>
<td>3</td>
</tr>
<tr>
<td>Taiwan</td>
<td>1</td>
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<tr>
<td>Turkey</td>
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<td>Vietnam/Taiwan</td>
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<tr>
<td>Vietnam</td>
<td>3</td>
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<tr>
<td>TOTAL</td>
<td>79</td>
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We experienced great momentum in religious life at Muhlenberg this year. We continued beloved traditions like Advent Candlelight Carols (58 years strong!) and Pancake Palooza (read more below). As reflected in our new strategic plan for religious life, we’re drawing from our roots as a Lutheran College as we welcome increasingly diverse religious and non-religious students to Muhlenberg. Here are highlights from the past year:

**WE’RE NOT KIDDING:** A Lutheran, a Muslim, an atheist, a Jew, a Roman Catholic, a Hindu and a Buddhist walked into a room. No, this is not the beginning of a joke! These students and many more gathered at Muhlenberg on February 20, 2016 for an interfaith conference called “Building Bridges.” The conference included nearly 50 students, faculty and staff members from Muhlenberg, Moravian College, Lehigh University, DeSales University and Lafayette College. Made possible by a grant from the Interfaith Youth Core, the conference focused on why interfaith engagement is critical on our campuses and in our world. In addition, we discussed how to talk respectfully with those of various religious and non-religious backgrounds. One student commented, “I learned about the importance of knowing about different religions in order to better understand people.” Another student marveled at the religious diversity in the room: “Being present among such diverse stories is an experience I will never forget.” Students, along with their faculty and staff allies, emerged from this conference energized to continue interfaith dialogue on their campuses.

**CHAPEL:** The Protestant chapel community, which gathers for worship in Egner Chapel on Sundays at 5 p.m., continues to grow each year. This year the chapel students took part in an overnight retreat, hosted an outdoor movie night and enjoyed a special Easter jazz service.

**ISRAEL FELLOW:** Muhlenberg College Hillel welcomed an Israel Fellow in 2015–2016. Or Adi, originally from Tel Aviv, joined the Muhlenberg community last August. Adi helped students learn about, engage with and experience Israel during her year with Muhlenberg Hillel.

**MAKE A JOYFUL NOISE:** Gospel Weekend, an annual tradition for the past nine years, took place in January. The Gospel Weekend choir, made up of Muhlenberg students, faculty and staff along with Lehigh Valley community members, was led by Edward “Chief” Menifee from Atlanta.

**PANCAKE PALOOZA:** Catholic Campus Ministry hosted two Pancake Paloozas this year. This very popular event included performances by Muhlenberg a cappella groups and hundreds of free pancakes served into the wee hours of the morning.

**ALTERNATIVE BREAK TRIPS:** Two alternative break trips were supported by the chaplain’s office and the Student Government Association this year. This past January, 12 students traveled to New Orleans, to continue our partnership with the St. Bernard Project, which is committed to long-term rebuilding following Hurricane Katrina. In addition, 12 students traveled to Little Rock, Ark., to partner with Habitat for Humanity on a building project during spring break.

**INTERFAITH WEEK:** The Interfaith Leadership Council and religious life held its third annual Interfaith Week March 14–20, 2016. Highlights included a keynote by The Rev. Dr. Monica Coleman on the intersection of faith and mental health, and a concert by the Morehouse College Glee Club in Egner Chapel. We also had an interfaith panel of clergy speaking on the topic of faith in times of struggle.

**PLANNING FOR THE FUTURE:** This year we crafted a religious life strategic plan. This plan builds on our strong foundation as a college in the Lutheran intellectual tradition and seeks to serve the changing religious demographics of our campus and our world. The plan includes five main goals, including the development of a comprehensive interfaith engagement strategy and to articulate and affirm the value of the College’s relationship with the Evangelical Lutheran Church in America. This strategic plan will shape the work of the College chaplain and the religious life team in the years to come.
With the presidential inauguration, a new branding initiative, many changes on campus and additional responsibilities, so much was new this past year. Yet, there were plenty of old reliable achievements as faculty, staff and students continued to get outstanding coverage in the local, regional and national media.

The inauguration of President Williams was the highlight of the fall. The weekend featured community events, a research and performance showcase, a celebration of the liberal arts and an exciting installation ceremony. The historical cardinal color, the Muhlenberg signature and the stylish new logo were introduced early in the fall and were prominently displayed along academic row and on all of the athletic uniforms.

Muhlenberg media made impact for several reasons this past year. President Williams had an opinion piece in The Philadelphia Inquirer and was featured in Lehigh Valley Business, West End Living, The Morning Call and Network Magazine. He was quoted extensively in Inside Higher Ed, Forbes and Black Enterprise magazines. He was also cited in The Chronicle of Higher Education, The Huffington Post and The Hechinger Report. Lanethea Mathews-Schultz, associate professor of political science, along with Nicole Baltzer ’17, penned a piece on women and politics that was published by The Philadelphia Inquirer. Forrest Kentwell ’16 also had an article published by The Hechinger Report. His piece dealt with racism and diversity on college campuses.

Political scientist Chris Borick, who directs the Institute of Public Opinion, racked up hundreds of media citations. Women’s basketball player, Brandi Vallely ’18, was featured in Sports Illustrated’s “Faces in the Crowd.”

The College’s Theatre and Dance program was ranked sixth in the nation in the latest Princeton Review. The College also received special recognition for its dining program in several rankings. Overall, the College was ranked #72 by U.S. News & World Report.

Top speakers included Richard Cohen of the Southern Poverty Law Center, Tom Gerety and actress and playwright Anna Deveare Smith along with Lea DeLaria from “Orange is the New Black.” New York Times bestselling author Neil Gaiman highlighted the Living Writers series, which the College hosts every three years. In addition to the speakers, the College also hosted the Morehouse Glee Club.

The ever-popular Center for Ethics had another strong year. This year’s spring theme was “Influence & Information: Manipulation Nation,” which focused on topics related to manipulation and manipulative practices. The College hosted a panel on the Zika virus and biology professor Marten Edwards was interviewed about the Zika virus by National Public Radio.

The College’s community relations program took a quantum leap. This venerable institution always had great relationships with area school districts, service agencies and non-profit organizations in the Lehigh Valley. The College renewed its commitment to strengthen and enhance those connections. Some highlights include the recent Science Soup initiative, which is a partnership between the College, Talen Energy Group and the Lehigh Valley Pediatric Cancer Center. Muhlenberg faculty and students treated pediatric cancer patients to the Acopian Bird Museum, and a session on bugs. The chemistry club treated the children to liquid nitrogen ice cream. The College continues to have dozens of connections with the Lehigh Valley Health Network, Good Shepherd Rehabilitation Network and St. Luke’s Health Network as well as corporations including PPL and Air Products.

President Williams was added to the board of directors of the Allentown Neighborhood Improvement Zone, which is overseeing more than $500 million of construction and improvements in downtown Allentown. Downtown merchants staged a vendor fair in Seegers Union to showcase the different shops that have opened. The College continued its strong partnerships with Civic Theatre, the West End Alliance, the Friends of the Allentown Park, Symphony Hall, the Allentown Art Museum and many more local organizations.

Michael S. Bruckner is vice president of external affairs and community relations.
Four concepts have defined Muhlenberg since its existence to this present day – traditions, community, generosity and gratitude. The College is fortunate to have so many loyal volunteers and donors who have extended their efforts over many years to achieve good. It’s a testimony to their collective beliefs that something is very special, and very unique, about Muhlenberg.

Today’s donors are not only making gifts to Muhlenberg, but also through it to create a better world. They have witnessed the power that a superlative liberal arts education has had in their own lives, or in the lives of their loved ones or friends. They want others – today’s students and the next generation of students – to also experience that firsthand.

Muhlenberg is steeped in rituals – Honors Convocation, Candlelight Carols and Commencement – that convey excellence. Muhlenberg’s emerging engagement and philanthropic traditions showcase our true gratitude for our donors, and serve to connect them to our incredible student body and exceptional faculty.

I am thrilled our community has embraced these new traditions. Evidence of that is how record-setting numbers of alumni and friends helped us “Fuel The Mule” during #MULEMENTUM, the College’s third annual day of giving. More than 300 members of the Muhlenberg community gathered for the inaugural “An Evening of Distinction” event, featuring benefactors of the Henry Melchior Muhlenberg Society, the Circle of 1848, along with Alumni Achievement Award winners.

The College created The Loyalty Society, which recognizes individuals who made annual gifts for five or more consecutive fund years. On January 14, the second edition of THAW (Toast Heard Around the World) featured an increase of 15 percent participation over the inaugural campaign. During March, 960 donors “stepped up” and gave back to athletics during the fourth Mule Madness challenge. Finally, while Reunion and Homecoming are hardly new traditions, our revised 2015 Alumni Weekend set a record for attendance.

The ardor our donors feel for Muhlenberg is what ensures this institution will remain a shining example of not only the power of a liberal arts education, but the potential of the human spirit. Thank you for giving back to Muhlenberg.

Rebekkah L. Brown ’99 is the vice president for advancement.

Alumni Achievement Awards are the highest honors given by the Muhlenberg Alumni Association. The 2015 recipients are top row, from left: Simon Gribben ’61, Alumni Achievement in Art; Lauren C. Anderson ’79, Alumni Achievement in Law Enforcement; Dr. Edward (Ted) R. Bollard ’79, Alumni Achievement in Medicine; Shelly Gable Nayak ’90, Alumni Achievement in Psychology; and John (Jack) Ladley ’70, P’01, Service to the College. Bottom row, from left, Jeffrey D. Koehler ’79, Service to the College; Timothy Walbert ’89, Lifetime Achievement Award; and Thomas Horne ’65, Alumni Achievement in Law.

2016 Volunteer Recognition Award Winners

W. Chester Hill ’20 Award for Leadership by a Class Fund Chair
David J. Nowack ’67

Reunion 2015 Volunteer Award
Sharon M. (Brewer) Lowe ’65 and John E. Trainer, Jr. ’65

Regional Club Award
Philadelphia Alumni Club

MuhlNet Volunteer Award
Jason M. Steinberg ’11

The General Pete Award
Wescoe Alumni Committee

Young Alumni Volunteer Award
Mitchell J. Hanna ’14

Volunteer Leadership Service Award
James A. Skidmore, Jr. ’54
Traditions
Throughout all the successes at Muhlenberg, the connections of our community make Muhlenberg what it is.

Meet The President Tour: Hundreds of alumni, parents and friends welcomed the College's 12th President, John I. Williams, Jr., during a tour that kicked off with his State of the College address during Alumni Weekend and featured nine stops from California to Florida.

Alumni Weekend 2015: A record number of more than 1,800 alumni, parents and students participated in Alumni Weekend. In addition to “An Evening of Distinction,” new programming included Classes Without Quizzes and a brilliant fireworks display on Saturday night.

Alumni Weekend Attendance

<table>
<thead>
<tr>
<th>Year</th>
<th>Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>535</td>
</tr>
<tr>
<td>2011</td>
<td>861</td>
</tr>
<tr>
<td>2012</td>
<td>982</td>
</tr>
<tr>
<td>2013</td>
<td>1,350</td>
</tr>
<tr>
<td>2014</td>
<td>1,577</td>
</tr>
<tr>
<td>2015</td>
<td>1,854</td>
</tr>
</tbody>
</table>

THAW: On January 14, over 600 alumni attended a total of 52 THAW events to raise their glasses and celebrate ‘Berg together with fellow alumni around the world. Events were hosted by nearly 60 volunteers in 16 states and four countries.

Community
The quality of the Muhlenberg experience is superlative because of the support of alumni, parents and friends.

The Career Center: The Career Center came under the purview of the Office of Alumni Affairs, to better facilitate alumni networking and mentoring with the best and brightest students. The Center interacted with more than 1,400 students through presentations, counseling appointments, walk-in hours, information sessions and events.

Circle of 1848: Currently more than 400 alumni, parents and friends, faculty and staff are members through their commitment to the College in their estate plans. A total of realized bequests provided $1,629,380 during the 2015–2016 Fund Year, an increase of 58 percent over the previous year.

Henry Melchior Muhlenberg Society: Each year, alumni, parents and friends who share a commitment to Muhlenberg’s growing distinction join HMMS by making a gift of $1,500 or more. A total of 592 donors contributed $6.6 million, with $1.5 million designated to The Muhlenberg Fund.

Parents Council: Parents Council was created in 1992 to create a partnership between parents and the College for the benefit of Muhlenberg students. We are honored to have 2,154 parent donors contribute more than $1.14 million to the College.

Senior Class Connections Campaign (SCCC): A student–run organization led by seniors, who volunteer to educate classmates on the importance of remaining connected as alumni, encouraged 53 percent of the class to commit a gift to the College.

Alumni Board: The Alumni Board elected three new alumni as members for Fund Year 2016–2017, Lauren C. Anderson ’79, Sharon Lowe ’65 and Dana Ianuzzi ’03. The Alumni Trust Fund Committee approved the expenditure of $8,265 to cover the cost of two cellular phone charging stations, coffee tables in the renovated General’s Quarters Lounge.

Young Alumni Council: The Young Alumni Council (YAC) took a leadership role in orientation and served as hosts for the Traditions Trivia program. For the second consecutive year, the YAC implemented a successful mentoring program.

Generosity
Gifts to Muhlenberg are critical to support the growth of the College and our students.

Mule Madness Challenge: Muhlenberg athletes “stepped up” in record numbers during the College's fourth Mule Madness participation challenge. More than $48,000 was raised from 960 donors. The wrestling team claimed their second consecutive title for most participation.

#MULEMENTUM: Muhlenberg College set a one-day record for philanthropy on November 12. Utilizing the theme of “Fuel the Mule,” our day of giving attracted 2,141 participants, surpassing the goal of 1,848.

Muhlenberg Match Program: As part of a drive to increase financial aid for undergraduates and funding for other educational enrichment experiences, Muhlenberg College designated $1 million to match 1:1 any newly established endowed scholarships or educational enrichment funds from $25,000 to $250,000.

• Total Commitments $7,835,807
• Total Match Committed $6,335,807
• Total Match Remaining $4,664,193

The Muhlenberg Fund: The Muhlenberg Fund provides financial aid for capable students, supports budgets of clubs and ensures programs, professors and advisors. Total gifts from alumni, parents and friends to The Muhlenberg Fund reached $2,108,240.

Gratitude
Muhlenberg thanked donors for their commitments to Muhlenberg through a variety of recognition events.

Lifetime Giving Society Dinner: The Ninth Annual Lifetime Giving Society (LGS) Dinner took place April 15. A total of 17 new members were inducted into the Society, with three other members recognized for having moved up to higher giving levels. Established in 2007, the LGS recognizes the cumulative giving of the College’s most loyal benefactors.

Honors Convocation Reception: The Honors Convocation Reception welcomed 15 donors and 26 student recipients on May 1 in Moyer Hall. The event honored donors who have provided generous support for awards and prizes to Muhlenberg’s most exceptional students, who comprise various academic fields.

An Evening of Distinction: On September 18, Muhlenberg held the first annual “An Evening of Distinction” event, honoring 2015 Alumni Achievement Award winners, members of Henry Melchior Muhlenberg Society and the Circle of 1848.
This past year was certainly a busy and productive one with quite a few areas of the College that required review, research and ultimately some tough decisions. As with almost any college, the endowment fund is a key component of current support to the operating budget and also a long-term asset that we hope grows quickly by large amounts.

Muhlenberg’s Trustee Finance & Investment Committee completed a thorough search for a new outsourced chief investment officer firm to manage our endowment fund. This process involved researching the many number of firms that provide these services, sending a request for proposal to seven firms that rose to the top, interviewing four firms and finally, several site visits. Hirtle Callaghan, West Conshohocken, Pa., was selected to manage the endowment fund effective July 1, 2016. The Trustees and I are excited by this choice and look forward to working with them to help grow the endowment fund.

The College’s central heating plant had reached a point where we needed to replace the boilers and steam lines running underground through campus or move to a decentralized heating system. A number of options were studied and considered including, replacing with an in-kind central steam plant, with a central hot water plant, distributed hot water system or a hybrid system. Outside experts were consulted and, in some cases, engaged to aid in analyzing data and pros and cons of each option.

One of the firms hired generated a 10-year life cycle cost assessment study. This study looked at purchase costs plus costs to own, operate and repair. Utility costs and the impact on our environment were also key components. This study also looked at an interesting option, a combined heat and power (CHP) system as part of the central steam option and also for use in Seegers Union in lieu of a new electric generator. After much research and consultation, it was decided that while CHP is an attractive option for some situations, for us it did not make sense campus-wide or in Seegers Union.

The final analysis concluded that moving to a distributed heat system was the way to go. This past year the Haas College Center and the Life Sports Center moved off the central plant as phase one of this multi-year project.

The Department of Labor issued new rules which take effect December 1, 2016, regarding the minimum salary required for a position to be considered exempt from overtime pay. Previously, employees earning less than $26,366 per year were automatically considered non-exempt and had to be paid overtime for hours worked over 40 in a single workweek. New legislation changed that amount to $47,476 per year, meaning many employees who were previously salaried and classified as exempt will now need to track and report their hours and be paid for overtime. The new rules do not apply to those employees whose primary duties are teaching, tutoring, instructing or lecturing. The impact of the new rule was felt across campus, as many entry-level management positions are paid less than $47,476. Anne Speck, vice president for human resources, spearheaded a review of employees currently classified as exempt with salaries under $50,000 to ascertain whether these positions should remain exempt or be re-classified. In collaboration with the appropriate senior staff member, human resources reviewed the exempt/non-exempt criteria for each position and adopted an appropriate strategy to ensure compliance by December 1.

A vacancy in the copy center manager position created an opportunity to review the operation for potential outsourcing. The copy center was restructured in 2009 from a traditional print shop to an operation better suited to embrace digital technologies. The 2009 restructuring proved to be a success in terms of the breadth of services and quality of outputs. The recent review of the outsourcing possibilities for the copy center yielded the conclusion that an outside firm was capable of bringing additional resources, depth and technical abilities to the operation. The College decided to transition to a third party late in the fiscal year. Early feedback regarding the transition has been very positive.
Change is the name of the game for the Office of Information Technology (OIT), as we have initiated a number of exciting new projects in the last year. Our goal is to both directly drive and enable transformation across campus. We have placed a strong emphasis on providing solutions as an engaged partner with others and especially on our user-focused operations.

We have started work on replacing our student information system – known as Capstone – that has been our “hub” of information for several decades. Our goal is to replace Capstone with an enterprise resource planning (ERP) tool that will unify not only student records and activities, but marry them in a single system that will cover financial operations, human resources and many other operations. This will minimize customization between disparate programs and bring all of our data under one roof. This is a large project and may not conclude until end of 2018.

Google Apps for Education has been selected as our new collaboration platform. This will not only replace our existing Novell Groupwise email and calendaring system, but also provide many new features such as cloud storage, easy sharing of documents, and collaborative document creation and editing. We hope to usher in a new era of engaged and streamlined team work options. This new platform will be active by the end of 2016.

The learning management system (LMS) is the “home” for all Muhlenberg courses online. Faculty frequently upload course documents such as presentations and reading assignments, conduct quizzes and tests and collect paper submissions. We migrated to a new system – Canvas – in spring 2016 on a trial basis and fully launched the platform at the start of fall term. Canvas offers a host of new features, such as video conferencing, annotation of submitted assignments and a “mobile-first” design. We have already had significant faculty interest and participation and are excited to have all campus courses on Canvas.

A major expansion of our Wi-Fi network started during fall 2015 and will extend throughout summer 2016. We installed over 250 wireless access points across four residences – including all that house first-year students – before the start of spring 2016 term. We intend to keep moving forward with other residences and eventually Seegers Union and Trexler Library as time and availability permits. The end result will be a truly ubiquitous Wi-Fi network with coverage to virtually every corner of every building on campus. In a world where wireless connectivity for laptops, phones and tablets is considered a need rather than a desire, this is a bold step forward for Muhlenberg.

One constant has been our emphasis on partnering with other departments and an overriding focus on the user. More than simply providing services and “keeping the lights on,” OIT strives to work alongside other departments in pursuit of meaningful solutions that go above and beyond. Taking our relationships to the next level – collaboration – matters a great deal to us. Of course, at the end of the day it is all about the user – whether student, faculty or staff. We want everyone to have a positive experience and to come away knowing that we have done all we can to enable success.

OIT has been busy with many other projects as well. We launched a new mobile app in June, are in the midst of rolling out a new phone system, slated for completion by the end of the year, stayed engaged in conversations about instructional technology and learning spaces and continue to update and make significant changes on the website. Even in information technology, a field that is ever-changing, OIT has catalyzed even more transformative efforts than ever before. We seek to break new ground with new ideas and processes as we move forward, all in support of the College and its community of students, faculty and staff.
### Statement of Activities & Changes

**As of June 30,**

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<td>(35,881,139)</td>
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<td>Net tuition and fees</td>
<td>63,549,791</td>
<td>62,791,964</td>
</tr>
<tr>
<td>Private gifts, bequests and grants</td>
<td>2,349,929</td>
<td>2,992,940</td>
</tr>
<tr>
<td>Endowment and other investment income</td>
<td>6,128,938</td>
<td>5,158,862</td>
</tr>
<tr>
<td>Endowment gains (losses) and gains from spending policy</td>
<td>(6,644,160)</td>
<td>(2,326,337)</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>23,163,973</td>
<td>21,658,205</td>
</tr>
<tr>
<td>Other sources and swap market value adjustment</td>
<td>(140,621)</td>
<td>1,650,472</td>
</tr>
<tr>
<td></td>
<td><strong>88,407,850</strong></td>
<td><strong>91,926,106</strong></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>5,816,652</td>
<td>6,152,878</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>94,224,502</strong></td>
<td><strong>98,078,984</strong></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction and research</td>
<td>45,113,839</td>
<td>43,238,054</td>
</tr>
<tr>
<td>Library</td>
<td>3,197,098</td>
<td>3,109,188</td>
</tr>
<tr>
<td>Student services</td>
<td>10,510,693</td>
<td>9,952,733</td>
</tr>
<tr>
<td>General administration</td>
<td>6,760,596</td>
<td>7,285,954</td>
</tr>
<tr>
<td>General institution and other expenses</td>
<td>11,281,564</td>
<td>9,951,547</td>
</tr>
<tr>
<td>Depreciation</td>
<td>8,394,687</td>
<td>8,125,465</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>12,615,582</td>
<td>12,338,665</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>97,874,059</strong></td>
<td><strong>94,001,606</strong></td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Unrestricted Net Assets</strong></td>
<td>(3,649,557)</td>
<td>4,077,378</td>
</tr>
<tr>
<td><strong>Change in Temporarily Restricted Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private gifts, bequests and grants</td>
<td>2,148,477</td>
<td>1,923,277</td>
</tr>
<tr>
<td>Endowment income</td>
<td>2,122,396</td>
<td>2,064,790</td>
</tr>
<tr>
<td>Endowment gains (losses)</td>
<td>(4,201,940)</td>
<td>(1,018,564)</td>
</tr>
<tr>
<td>Other sources</td>
<td>(1,063,273)</td>
<td>187,067</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>(5,816,652)</td>
<td>(6,151,723)</td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Temporarily Restricted Net Assets</strong></td>
<td>(6,810,992)</td>
<td>(2,995,153)</td>
</tr>
<tr>
<td><strong>Change in Permanently Restricted Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private gifts, bequest and grants</td>
<td>2,965,109</td>
<td>2,373,487</td>
</tr>
<tr>
<td>Endowment income</td>
<td>118,442</td>
<td>166,179</td>
</tr>
<tr>
<td>Net change in beneficial interest in perpetual trusts</td>
<td>(674,377)</td>
<td>(166,092)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>0</td>
<td>(1,155)</td>
</tr>
<tr>
<td><strong>Increase in Permanently Restricted Net Assets</strong></td>
<td><strong>2,409,174</strong></td>
<td><strong>2,372,419</strong></td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Net Assets</strong></td>
<td>(8,051,375)</td>
<td>3,454,644</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of year</td>
<td>391,454,768</td>
<td>388,000,124</td>
</tr>
<tr>
<td>End of year</td>
<td><strong>383,403,393</strong></td>
<td><strong>391,454,768</strong></td>
</tr>
</tbody>
</table>
## Balance Sheet

### As of June 30, 2016

<table>
<thead>
<tr>
<th>Assets</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$17,195,551</td>
<td>$15,943,872</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>7,087,896</td>
<td>11,915,272</td>
</tr>
<tr>
<td>Contributions receivable – current</td>
<td>863,400</td>
<td>864,015</td>
</tr>
<tr>
<td>Accounts receivable and other current assets</td>
<td>2,453,368</td>
<td>2,728,446</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>267,787,437</td>
<td>268,439,157</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>3,769,650</td>
<td>4,484,656</td>
</tr>
<tr>
<td>Land, buildings and equipment – net</td>
<td>172,954,863</td>
<td>175,259,218</td>
</tr>
<tr>
<td>Beneficial interest in perpetual trusts</td>
<td>8,625,325</td>
<td>9,299,702</td>
</tr>
<tr>
<td>Funds held by trustee and other assets</td>
<td>4,112,734</td>
<td>3,799,711</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>484,850,224</strong></td>
<td><strong>492,734,049</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>9,425,907</td>
<td>9,278,036</td>
</tr>
<tr>
<td>Deferred income and student credit balances</td>
<td>4,156,898</td>
<td>5,638,415</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>65,902,102</td>
<td>67,481,014</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>21,961,924</td>
<td>18,881,816</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>101,446,831</strong></td>
<td><strong>101,279,281</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>242,531,313</td>
<td>246,180,870</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>63,315,236</td>
<td>70,126,228</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>77,556,844</td>
<td>75,147,670</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>383,403,393</strong></td>
<td><strong>391,454,768</strong></td>
</tr>
</tbody>
</table>

| Total Liabilities and Net Assets| **$484,850,224**    | **$492,734,049**    |

## Endowment Growth

- **$246,000,000**
- **$114,000,000**
- **2006**
- **2016**

### A1 / A+

Bond rating agencies Moody's and Standard & Poor's periodically conduct independent assessments of Muhlenberg’s managerial and financial strength. Although rating agencies have downgraded the outlook for the entire higher education sector in recent years, they have upheld Muhlenberg’s A1 / A+ ratings with a most stable outlook.

For 61 consecutive years, Muhlenberg has balanced its budget.
About the Cover

Shining down from the fresco-like ceiling in the Haas Center Rotunda is the College seal. Within this emblem are the Latin words “crux et patria calamus.” In English this means “cross, country and pen.” The Reverend Henry Melchior Muhlenberg, patriarch of the Lutheran Church in America, whose statue stands in the lobby (and seen above) arrived in Philadelphia in 1742 from his native Germany. Named in 1867 in his honor, Muhlenberg College remains steadfast in its commitment to recognize his legacy and that of his great-grandson and founding president, Frederick A. Muhlenberg.