“I couldn’t be more excited about starting as Muhlenberg’s president. As this annual report confirms, and thanks in no small part to President Helm’s stewardship over the past 12 years, Muhlenberg College has a solid base upon which to build an exciting future. I look forward to working with the staff, faculty, students, alumni, parents and friends to embark on that future together.”

John I. Williams, Jr.
12th President as of July 1, 2015
Annual Report 2014–2015

Muhlenberg College
Table of Contents

1 | Mission
2 | President’s Farewell Message
4 | Senior Staff
5 | Leading the Way
6 | Student Life Report
7 | Academic Report
8 | The Arts
10 | The Humanities
12 | Natural Sciences & Mathematics
14 | Social Sciences
16 | Global Education
18 | Admission & Financial Aid
22 | Kudos: Faculty, Staff & Students
26 | Athletics
28 | Adult Education: The Wescoe School
30 | Religious Life
31 | Public Relations
32 | Advancement
34 | Finance & Management Report
36 | Statement of Activities & Balance Sheet
Flap | 12th President Welcome

About the Cover
Muhlenberg College’s 11th President, Peyton R. Helm (right), strolls the walkway outside the Dorothy Hess Baker Theatre in the Trexler Pavilion for Theatre & Dance with newly appointed President John I. Williams, Jr.

This annual report covers the significant events and accomplishments of the past year while looking forward to a new era of leadership. Notice, too, there is a new logo for Muhlenberg College, and an official typeface being introduced campus-wide.

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

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

Photo Credits
Amico Studios, Ken Ek, Peter Finger, Donna Fisher, Bill Johnson, William Keller, Jr., Katy Mangold, PaulPearsonPhoto.com, Snavely Associates, Matthew Wright

© 2015 Muhlenberg College. All rights reserved.
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 lifelong 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 Church and its continuing connection with the Evangelical Lutheran Church in America, Muhlenberg encourages, welcomes, and celebrates a variety of faith traditions and spiritual perspectives.
President’s Farewell Message

I write this, my last annual report, on the last day of my Muhlenberg presidency, June 30, 2015. Tomorrow our College begins a new chapter in its history as John I. Williams, Jr. becomes its 12th president. By the time this year’s annual report is published, he will have settled in and begun to articulate his vision for Muhlenberg’s future. I wish him well and I hope that the Muhlenberg family welcomes him with the kindness and warmth that it has shown me.

Let me sum up where the College stands at the end of FY 15.

1. Our Finances are Strong. We finished the fiscal year with our 60th consecutive balanced budget, displaying the same prudent and conservative financial management that has stood us in good stead through good economic times and bad. The endowment ended the year at or close to an all-time high of $250 million. We are slowly but surely closing the gap with our competition.

2. Our Fundraising is Strong. Endowment gifts were up over last year by 23 percent. Alumni participation was up. We set a record again this year for The Muhlenberg Fund. And we have raised $6,750,876 in funds for endowed scholarships and educational enhancements (study abroad stipends, research fellowships, etc.), claiming $5,250,876 of the $11 million in matching funds from the quasi endowment. Philanthropic support from the Muhlenberg community has never been as important as it is now. Gifts and grants represent the financial edge that allows us to recruit the best students, the best faculty and staff and to develop the best academic programs.

3. Enrollments are Strong. We welcomed 582 members of the Class of 2019 and their families during June Advising, and an additional 28 transfer students in August. This is the most diverse and the most international class in our history, with 23.5 percent of the class comprised of international or multicultural students. Theatre tops the list of intended majors (101), followed by biology (84), business (50), psychology (37) and, of course, others. Muhlenberg still derives the great majority of its revenue stream from student charges. Enrollment will continue to be the key not only to our academic success, but also to our financial stability.

4. The Campus is More Beautiful than Ever. Yes, there is more work to be done – and I’m sure that President Williams is already deeply engaged in working with campus stakeholders to set priorities. But I am pleased that we have finished renovating and expanding the venerable East Hall, finished renovating Egner Chapel (and restoring the organ to full functionality), that we have little or no deferred maintenance, and that the lawns, the flower beds and the trees are as beautiful as ever.

5. We Have Wrapped Up Momentum, Moving Ahead with the Diversity Plan. A final report on the 2010 strategic plan will be posted this fall. An interim progress report on the diversity strategic plan was posted in April (http://www.muhlenberg.edu/media/contentassets/pdf/president/initiatives/update-042015.pdf) and a full first-year report will, I’m sure, be available in due course.

6. We are Forging Ahead with Digital Learning. Our faculty have presented at and participated in digital learning workshops and conferences at Bryn Mawr College, Bucknell University, Lehigh Valley Association of Independent Colleges (LVAIC) and the Association of American Colleges and Universities; received a grant from the Council of Independent Colleges to participate in the Consortium on Digital Resources for Teaching and Research; and received another grant from the Teagle Foundation to develop hybrid teaching methods. Faculty in chemistry, education and media & communication are collaborating with colleagues on other LVAIC campuses to develop hybrid courses, activities and resources. Faculty offered online summer courses in psychology (Dr. Erika Bagley), physics (Dr. Brett Fadem), media & communication (Dr. Susan Kahlenberg ’93) and political science (Dr. Lanethea Mathews-Schultz), enrolling a total of 44 students. Three student digital learning assistants are providing peer support while developing best practices in peer learning for online coursework.

7. The World at our Feet. We can be proud of the great expansion in study abroad programs at Muhlenberg over the last decade. Study abroad is such a high-impact form of learning, and the best way I know of for students to gain perspective on their own country and its place among the world’s diverse cultures. I am so moved and grateful that many of you have honored my service by creating The Helm Study Abroad Fund, which will provide support for foreign study to students receiving need-based financial aid. Thank you!
8. We are Changing. Yes, Muhlenberg is changing, as is the rest of the world. We are more focused on sustainability, on efficiency, on collaboration and on interdisciplinary work. We are implementing a new curriculum, recruiting new faculty and introducing new programs. We have welcomed a new president, John Williams, who will work with those who love Muhlenberg to chart its future course. As I move into retirement and the next phase of my life, let me share a few last thoughts and hopes for this College that we all cherish:

Despite some grumbling about “Muhlenberg Nice” and civility hindering important conversations, I hope that kindness, compassion, mutual respect and humor will continue to leaven and enrich relationships among all members of our campus community. I hope we will remember, when seeking to change attitudes and values, that positive reinforcement is more powerful and effective than negative.

I hope Muhlenberg will not become an echo chamber. Among all the other kinds of diversity we seek to create, we must not neglect intellectual diversity. Understanding and wisdom are forged in the crucible of conflicting ideas. If we do not seek out, welcome, encourage and respect differences of opinion, we undermine the power of liberal education.

I hope folks will remember that you are all in this together. Muhlenberg will continue to thrive if members of its community value the talents and contributions of all its stakeholders—faculty, staff, students, alumni and parents.

Serving as Muhlenberg’s president for the last 12 years has been the most fulfilling and proud chapter of my professional life. I will watch with keen interest and pride as the College continues to thrive in the years to come.

God bless you all.

President Emeritus

Words of Praise

“A walk across the Muhlenberg campus with Randy was always a slow walk – punctuated by students wanting to share a triumph or to lodge a complaint. He seemed to know each one personally and to have affected all with his unbridled enthusiasm for a liberal arts education, a Muhlenberg education. Under his leadership, Muhlenberg may have added bricks and mortar, but Randy’s true legacy lies in the alumni whose college experiences were enriched by his deep love of the institution.”

Cecilia A. Conrad, Ph.D.
Trustee
Muhlenberg College

“Randy’s leadership has resulted in vastly improved physical infrastructure and highly rated academic programs. His stewardship has put Muhlenberg in the strongest financial position in its history. Taken together, the College sits upon a strong foundation to face the challenges ahead. Randy has clearly left Muhlenberg better than he found it.”

Richard C. Crist, Jr. ’77, P’05, P’09
Chairman
Muhlenberg College Board of Trustees

“President Helm successfully united the various constituencies in the Muhlenberg community and raised Muhlenberg to new heights of achievement. He is a respected member of the faculty, a collaborative and collegial leader to the staff, a mentor and role model to the students, a friend to the greater Allentown community and a terrific partner to the trustees and to me as chairman of the board. Most importantly, he is a champion of and one of the most effective and powerful voices for liberal arts education and the amazing outcomes it can produce.”

Richard F. Brueckner ’71, P’04, P’10
Former Chairman
Muhlenberg College Board of Trustees 2005–2013
Left to right: Rebekkah Brown ’99, vice president, advancement; John Ramsay, Ph.D., P’12, P’14, provost; Michael Bruckner, vice president, public relations; Chris Hooker-Haring ’72, P’08, P’10, dean of admission and financial aid; Peyton Randolph Helm, Ph.D., president; Kent Dyer, P’07, P’10, chief business officer and treasurer; Karen Green, vice president, student affairs and dean of students; The Rev. Callista Isabelle, College chaplain; and Ken Butler, executive assistant to the president.
Leading the Way  As of June 30, 2015

Board of Trustees
Mr. Eric L. Berg ’78
Mr. Kim D. Bleimann ’71
Ms. Sandra L. Smith Bodnyk ’73
Ms. Tammy L. Bormann ’83, P’16
Lance Richard Bruck M.D., F.A.C.O.G., F.A.C.S. ’89
Rev. Claire S. Burkat
Ms. Linda M. Spidel Cenci ’75, P’06
Dr. Cecilia A. Conrad
Mr. Richard C. Crist, Jr. ’73, P’05, P’09, Board Chair
Ms. Beth M. Adderly Donaldson ’92
Mr. Stuart W. Freiman ’75
Mr. Gerald A. Galgano ’78, P’11
Ms. Karen White Wagoner ’71
Ms. Donna Bradley Tyson ’78
Mr. Harold “Sam” Stovall ’77
Ms. Sandra L. Smith Bodnyk ’73
Mr. Arthur A. Scavone ’81
Dr. John C. Oberle ’81, P’12, P’15
Edgar P. Nace M.D. ’61
Mr. Alfred P. McKeon ’85, P’15
Carey M. Marder M.D. ’68, P’06
Mr. Jeffrey D. Koehler ’79
Hon. Jan R. Jurden ’85
Ms. Carolyn S. Ikeda ’76
Dr. Jeannette R. Ickovics ’84
Ms. Nancy Prentis Hoffman P’10
Mr. Eric H. Hildenbrand ’00
Mr. Alan B. Gubernick ’83
Mr. Bruce E. Gover, Jr. ’02
Mr. Robert E. Friedman ’84
Mr. John M. Heffer P’96
Ms. Julie Pfanstiehl Hamre ’72
Dr. Wilson F. Gum, Jr. ’61
Ms. Beatrice O’Donnell P’10
Mr. John M. Heffer P’96
Ms. Joan S. Triano ’81
Mr. James A. Skidmore, Jr. ’54
Mr. Paul A. Silverman ’78
Mr. William D. Miers ’49, GP’97
Ms. Susan E. Ettelman Eisenhauer ’77
Ms. Melanie R. Mika Mason ’83
Dr. Lona M. Farr ’62, P’94
Mr. Edward M. Davis, Jr. ’60
Mr. Douglas J. Peebles ’87
Ms. Beatrice O’Donnell P’10
Mr. V. James Galgano ’78
Mr. Gerald A. Galgano ’80, P’11, P’14
Mr. Stuart W. Freiman ’75
Mr. John M. Heffer P’96
Dr. Wilson F. Gum, Jr. ’61
Ms. Maris E. Glick ’82
Mr. Gerald A. Galgano ’80, P’11, P’14
Mr. Stuart W. Freiman ’75
Mr. John M. Heffer P’96

Life Trustees
Mrs. Dorothy H. Baker
Paul C. Brucker M.D. ’53, GP’09
Mr. H. Warren Dinnig ’52
Mr. Lawrence A. Greene, Jr. ’80
Dr. Cecilia A. Conrad
Ms. Linda M. Spidel Cenci ’75, P’06
Dr. Arthur A. Altman, M.D. ’53, P’84, GP’13
Mr. Alfred P. McKeon ’85, P’15
Carey M. Marder M.D. ’68, P’06
Mr. Jeffrey D. Koehler ’79
Dr. John C. Oberle ’81, P’12, P’15
Mr. Robert E. Friedman ’84
Mr. Robert T. Shire ’70
Ms. Elizabeth E. Ryan Fendt ’00
Mr. Robert Alpert P’13
Ms. Lisa Alpert P’13
Board of Observers
Ms. Nancy Hutton M.D. ’75
Mr. Lawrence ’Lon’ Jacobs P’15
Ms. Sandra Schuyler Jaffe P’04, Rev.
Wilma S. Kucherek
Mr. John D. “Jack” Ladley ’70, P’01
Mr. N. Danté LaRocca ’78
Mr. Barry Liben P’12
Mr. Raymond McDaniel P’17
Ms. Beatrice O’Donnell P’10
Mr. Douglas J. Peebles ’87
Mr. Jeffrey R. Porphy ’89
Mr. Richard P. Romeo ’79
Dr. John B. Rosenberg ’63
Mr. Arthur A. Scavone ’81
Mr. Harold “Sam” Stovall ’77
Ms. Donna Bradley Tyson ’78
Mr. Karen White Wagoner ’71
Rev. Dr. Samuel R. Zeiser
Mr. Jeffrey S. Hoffman P’10
Nancy Hutton M.D. ’75
Mr. Lawrence ’Lon’ Jacobs P’15
Ms. Sandra Schuyler Jaffe P’04, Rev.
Wilma S. Kucherek
Mr. John D. “Jack” Ladley ’70, P’01
Mr. N. Danté LaRocca ’78
Mr. Barry Liben P’12
Mr. Raymond McDaniel P’17
Ms. Beatrice O’Donnell P’10
Mr. Douglas J. Peebles ’87
Mr. Jeffrey R. Porphy ’89
Mr. Richard P. Romeo ’79
Dr. John B. Rosenberg ’63
Mr. Arthur A. Scavone ’81
Mr. Harold “Sam” Stovall ’77
Ms. Donna Bradley Tyson ’78
Mr. Karen White Wagoner ’71
Rev. Dr. Samuel R. Zeiser
Trustees Emeriti
Arthur A. Altman, M.D. ’53, P’84, GP’13
Mr. Richard F. Brueckner ’71, P’04, P’10
Ms. Barbara Fritz Crotto ’63, P’82, GP’13
Mr. Edward M. Davis, Jr. ’50
Ms. Susan E. Ettelman Eisenhauer ’77
Dr. Lorna M. Farr ’62, P’94
Mr. Gregory J. Fox ’76
Ms. Melanie R. Mika Mason ’83
Mr. William D. Miers ’49, GP’97
Mr. David J. Noack ’67
Ms. Susan Kienzle Pobjoy ’73
Mr. Joseph B. Scheller
Rev. Eric C. Shafer ’72
Mr. Paul A. Silverman ’78
Mr. James A. Skidmore, Jr. ’54
Ms. Joan S. Triano ’81
Rev. Dr. Harold S. Weiss ’52
Board of Observers
Ms. Lisa Alpert P’13
Mr. Robert Alpert P’13
Glenn T. Ault M.D. ’57
Mr. Stephen P. Crane ’77
Mr. M. Scott Cocco
Mr. Kyle David ’05
Mr. John H. Dean ’78
Alan H. DeCherney M.D. ’63
Ms. Domnalea A. DeMaio-Bjou ’81
Ms. Mary Jane DePaul-Nehring ’76
Mr. David J. Ersken ’68, P’03
Mr. Robert E. Friedman ’84
Mr. Bruce E. Gover, Jr. ’02
Mr. Alan B. Gubernick ’83
Mr. Eric H. Hildenbrand ’00
Ms. Nancy Prentis Hoffman P’10
Dr. Jeannette R. Ickovics ’84
Ms. Carolyn S. Ikeda ’76
Hon. Jan R. Jurden ’85
Mr. Jeffrey D. Koehler ’79
Glenn Kratzke M.D. ’70, P’95
Ms. Melissa Morrow Legouri ’02
Ms. Linda L. Letcher ’81
Mr. Joshua A. Lindland ’98
Mr. Garry Lischin P’12
Carey M. Marder M.D. ’68, P’06
Mr. Alfred P. McKeen ’85, P’15
Edgar P. Nace M.D. ’64
Mr. John C. Oberle ’81, P’12, P’15
Mr. Alan C. Routh P’13
Mr. Gil Rudolph P’10
Mr. Neil J. Sandler P’14
Mr. Brian J. Schulte ’80
Rev. Eric C. Shafer ’72
Mr. David S. Silber ’98
Raymond Singer M.D. ’80
Mr. Mitchell J. Slater ’83
Ms. Nancy A. Thornberry ’79
Ms. Dona Van Fleet ’68
Ms. Mara S. Saperstein Weissmann ’82
Mr. Taras Zawarski ’76
Mark E. Zuckermand M.D. ’78
Alumni Board
Mr. Gregory T. Adams ’05, Vice President
Mr. Bruce S. Albright ’74
Mr. Charles Clifford Allen, III ’69
Ms. Deborah Clay-Altston ’81, P’14
Mr. Jeffrey S. Berdahl ’85, P’17
Dr. Bruce A. Bird ’77
Edward R. Boillard, Jr., M.D., D.D.S. ’79
Mr. Kent P. Brustlin ’92
Dr. Mikel D. Daniels ’96
Mr. Rudolph A. Favocci, Jr., ’79, P’12
Ms. Elizabeth E. Ryan Fendt ’00
Mr. Jason R. Finkelstein ’06
Mr. Robert E. Friedman ’84
Dr. Shannon Gary ’97
Mr. Michael Geller ’04, Treasurer
Ms. Sharon Peifer Gimlanch ’89
Ms. Sheryl LeBlanc Guns ’81, P’10, P’13, President
Ms. Jennifer A. McKee Hall ’02
Mr. Stephen J. Hart ’78, Secretary
Mr. Paul M. Hard, Jr. ’86
Ms. Anna Marie Licenziani-Faneli ’83
Mr. Chad M. Oplinger ’98
Ms. Carol J. Ekizian Papazian ’79
Mr. Todd S. Rothman ’97
Rev. Peter A. Rustico ’78
Dr. John E. Trainer, Jr. ’65
Parents Council
Steven and Catherine April P’17
Robert Shasha and Ellen Aschendorf-Shasha P’17
Robin Baron P’18
Joseph and Kimberly Bavaria P’16
Ozer and Bari Baysal P’15
Brian Murray P’17 and Joan Bedrin Murray ’78, P’17
Bruce and Vicki Beiser P’16
Burton Laskin and Anita L. Boomstein P’18
John and Lisa Brefach P’17
Eli and Rachel Salzman P’15
Judah and Gail Schorr P’18
Eric and Randi Sellinger P’18
Gary and Debbi Sheldin P’16
Robert and Nancy Shoemaker P’17, P’19
Bennett and Lisa Spiegel P’11, P’17
Joel and Diane Steiger P’17
David and Kimberly Sterling P’16
Gerald and June Tamburo P’18
Gerard and Jenny Vecchio P’15
William and Carole Walter P’18
Jeffrey and Lisa Wolfe P’16
William ’79, P’18 and Shanka Zoha P’18
The transition from high school to college is perhaps the most challenging for our students. Although they and their families have been anxiously awaiting for this moment, when the day arrives, it can be disconcerting for both students and their parents.

High school was a much-regimented environment. Bells rang when teaching periods ended. Teachers kept students informed about assignments and periodically offered reminders about deadlines, quizzes and exams. Homework assignments were not as rigorous and perhaps some students didn’t need to study to earn good grades.

College is an exciting new experience, but a new reality. There is no one telling you when to go to bed. Students are making many decisions that previously had been made for them. Some choose to engage in activities that are familiar; others are risk takers and try new things. The social scene is different. There are parties and other late night events to attend. All of this new found freedom can be overwhelming for some students.

The Division of Student Affairs is there to offer guidance and to be a resource to new students. It begins with the orientation program, which introduces them to their new world. The orientation schedule is rigorous and is intended not only to impart important information, but to keep new students busy during those first few hours. The separation from parents is often tear-filled for both parties. Students’ time is not their own that weekend. They soon discover that relationships are beginning to be created as they engage with their First Year Seminar group, residence hall floor, orientation group and people who seem to have at least something in common with them. Once beyond Orientation Weekend, they begin to engage with upper class students who introduce them to the many clubs and organizations on campus.

If there are students who, after a few weeks, are still finding the transition unsettling, the Counseling Center holds transition workshops for first year students. This connects them further with their peers and informs them that they are not alone in this process. The Residential Services and RA staff are excellent resources for those students who need a little more guidance and hands-on leadership.

Making it to fall break is a milestone for most students. The transition is becoming less troublesome. They have made new friends and begun to participate in a plethora of activities and social outlets. The Office of Community Engagement does an excellent job of matching student volunteers with our many community partners. When these impressionable young adults learn to care for the lives of others, their own lives take on new meaning.

Before they realize it, students are heading home for the Thanksgiving holiday and the end of their first semester is just around the corner.

They have almost forgotten the early jitters that accompanied this major life transition. By this time, students begin to engage in intramural sports, theater productions, a cappella groups, leadership opportunities, multicultural events and other offerings at ’Berg that have challenged their thought processes and world views. These are just some of the opportunities Division of Student Affairs initiatives have given them through self-advocacy and independent learning.

What begins as an offering of support services for students during the early periods of transition to college life is enhanced each ensuing year through the intentional learning outcomes set forth by the Division of Student Affairs. The division continues to support and empower them in ever-changing ways as they prepare for the next big transition they will face and as they graduate and go on to pursue additional education, careers and families of their own.

Karen R. Green is the vice president for student affairs and dean of students.
The future of liberal arts colleges rests on many faculty shoulders. While parents have demonstrated that they will pay higher tuitions and students will take on loans, they must be confident of the excellence of the teaching, the passion of the inspiration and the quality of the mentoring they receive from our faculty. During the competitive hiring season, our search committees have dedicated themselves to identifying significant academic talent for Muhlenberg.

Dr. Rita Chesterton is the newly appointed director of Muhlenberg’s Innovation and Entrepreneurship (I&E) program. Chesterton will direct the I&E minor and organize projects and co-curricular competitions for students who are interested in creating value through their ideas, drive and resourcefulness. She is a graduate of Temple University’s Beasley School of Law and the CEO and co-founder of Skaffl, a software application for use in K-12 classrooms.

Dr. Brea Burger received her doctorate in biomedical health from The Pennsylvania State University in 2014 and will join Director Chrysan Cronin and multiple interdisciplinary faculty to launch Muhlenberg’s newest major, public health. There were 98 students who declared public health minors and we expect that many of those will elect to change their minor to the new major.

Dr. Daniele Sanchez will be Muhlenberg’s first historian of Africa. Her doctoral work was done at the University of Texas at Austin. Danielle’s expertise, along with that of music theorist, Dr. Paul Murphy; Jewish studies scholar, Dr. Dustin Nash; anthropologist, Dr. Maura Finkelstein; and economist Dr. Ranajoy Ray-Chaudhuri will contribute to the further globalization of our curriculum.

Documentary filmmaker, Aggie Bazaz, will join our film studies program and work with students in film production. Dr. Irene Chien, a scholar of “gaming” culture, received the 2013 University of California Berkeley award as the outstanding graduate student instructor and will join our media and communications department, succeeding the peerless Dr. Sue Jansen. The creative writing program is considerably strengthened by the tenure track appointment of prolific poet, fiction writer and essayist, Dr. Dawn Lonsinger.

The division of natural science and mathematics had an especially strong year of tenure track hiring. Microbiologist and immunologist, Dr. Moria Chambers, will be joining the biology department, coming to Muhlenberg after completing her post-doc at Cornell University. After receiving his doctorate in physical chemistry, Dr. Justin Sparks went to work for Dow Chemical. But Muhlenberg’s persuasive chemists were able to lure Sparks back to academe to succeed the retiring and legendary Dr. Don Shive P’02, professor of chemistry, and the first professor of interdisciplinary sciences here.

Not to be outdone by the chemists, Muhlenberg’s mathematicians replaced the irreplaceable Dr. Bill Dunham, Koehler professor of mathematics, by hiring Dr. Gene Fiorini. Fiorini will also hold the Truman Koehler Professorship of Mathematics, and he arrives at Muhlenberg from Rutgers University, where much of his work was sponsored by the National Science Foundation.

The poet Billy Collins reminds us that our crystal balls are often clouded. He calls the future “...that place where people are doing a dance we cannot imagine, a dance whose name we can only guess.” And it is true: we don’t know exactly how this new faculty will choreograph teaching and learning in the future. But we like what we know, and what we know is that, as a group, they are among the most talented and diverse faculty cohorts ever to become members of Muhlenberg College’s faculty.
The art department, home to 74 majors and minors in studio art and art history, closed out the 2014-2015 academic year with one of the strongest senior shows yet. Photographs, paintings and sculpture by students Carrie Bronston ’15, Deborah Carlin ’15, Hannah Cascio ’15, Lucy Mazur-Warren ’15, Colleen Quinn ’15, Erin Sauter ’15 and Michael Wadas ’15 filled the Martin Art Gallery in April 2015. These studio accomplishments were preceded in November 2014 by an exhibition curated by Amanda Reich ’15 and Carly Hurtado ’15, called “A Place to Tell Her Story: Women Artists, Art Clubs, and Allies in Philadelphia,” featuring prints from the gallery’s Tonner Collection. Art faculty also distinguished themselves:

• Sculptor Scott Sherk co-curated “Past/Present” at the Allentown Art Museum.
• Printmaker Emily Orzech had a solo exhibition at the University of North Carolina-Greensboro.
• Sculptor Kevin Tuttle designed the sets for Michael Hersch’s opera at the Brooklyn Academy of Music and was promoted to senior lecturer.
• Paul Nicholson joined the staff as director of the Martin Art Gallery, replacing Kathryn Burke who retired in June.

Another search landed visiting assistant professor of music history Kassandra Hartford, Ph.D., for the 2015–2016 year. Dr. Hartford, from SUNY Stony Brook, completed a doctorate in music history and theory there. Other highlights:

• Music Student Carly Baron ’15, who had received a provost’s collaborative research grant with psychology professor Laura Edelman, Ph.D., presented research on music and emotion at the Association for Psychological Science national convention in New York City.
• Dr. Douglas Ovens, former chair of the department, traveled to Stockholm, Sweden and Helsinki, Finland for the 2015 International Conference of the College Music Society.
• Michael Schnack, director of choral activities and vocal area coordinator, led two German-language workshops, “Singing Choral Jazz,” at the University of Music and Performing Arts, Vienna, where he reconnected with music majors Jacqueline Harrison ’16 and Steven Feldman ’16 studying abroad. He served as musical director and conductor for the Summer Music Theatre production of Hello, Dolly!
• Gary Rissmiller, drum set teacher, spent last summer in the Czech Republic performing with the Skip Wilkins Quartet.

Above: Amanda Reich ’15, left, and Carly Hurtado ’15 at opening of “A Place to Tell Her Story”
Photo: Bill Keller

Dance The dance faculty takes the passing of the baton as its core mission — encouraging the next generation of young artists to find, develop and realize their creative artistic vision. Last season, under the mentorship of the faculty, 65 student choreographers created original works of dance. More than 200 dancers performed under the direction of these emerging artists in five student-choreographed concerts.

One of those 65 creations, senior Courtney Hunsberger’s modern dance piece, “Penrose Stairs,” was one of just 10 pieces selected for performance in the Gala Concert at the Northeast Conference of the American College Dance Association. This prestigious honor continues a long string of Muhlenberg successes of pieces consistently selected for highest honors since 2002.

This season also saw the realization of an ambitious student vision: under the artistic direction of dance program chair Karen Dearborn P’13, P’17, Noah Dach ’16 and Henry Evans ’16 produced an hour-long modern circus on the Baker Theatre stage. “Atlas” showcased the talents of acrobats, dancers, jugglers, magicians and clowns in a beautifully realized performance based loosely on the story of Alice in Wonderland, attended by more than 1,000 people.

Dearborn herself received in 2015 the Allentown Arts Ovation Award for Achievement in the Performing Arts for her 20 years of leadership of Muhlenberg’s dance program.

Above: Choreographer Courtney Hunsberger ’15
Photo: Matthew Wright

Total Visual & Performing Arts Majors: 370

<table>
<thead>
<tr>
<th>Art</th>
<th>Dance</th>
<th>Theatre</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art History</td>
<td>Film Studies*</td>
<td></td>
</tr>
<tr>
<td>Art Studio</td>
<td>Music</td>
<td></td>
</tr>
</tbody>
</table>

*Interdisciplinary Major

called “A Place to Tell Her Story: Women Artists, Art Clubs, and Allies in Philadelphia,” featuring prints from the gallery’s Tonner Collection. Art faculty also distinguished themselves:

• Sculptor Scott Sherk co-curated “Past/Present” at the Allentown Art Museum.
• Printmaker Emily Orzech had a solo exhibition at the University of North Carolina–Greensboro.
• Sculptor Kevin Tuttle designed the sets for Michael Hersch’s opera at the Brooklyn Academy of Music and was promoted to senior lecturer.
• Paul Nicholson joined the staff as director of the Martin Art Gallery, replacing Kathryn Burke who retired in June.

Above: Amanda Reich ’15, left, and Carly Hurtado ’15 at opening of “A Place to Tell Her Story”
Photo: Bill Keller
Theatre Program #6 in Nation: 
The Princeton Review

Muhlenberg’s theatre program mounted several groundbreaking productions during the 2014–2015 season — perhaps most notably, a spectacular and ambitious production of Kurt Weill’s American opera Street Scene, in March 2015, pictured here. More than 1,500 patrons experienced the four sold-out performances of this beautifully-realized production, directed by professor Charles Richter with musical direction by faculty member Michael Schnack. This show featured a 32-member professional orchestra, a cast of more than 50, a breathtaking three-story streetscape design by professor Curtis Dretsch, and tour de force performances by guest artists Ed Bara and Lauren Curnow ’96.

In October 2014, the department presented an acclaimed 50th anniversary staging of Stephen Sondheim’s rarely produced musical Anyone Can Whistle. Directed by department chair Beth Schachter, Ph.D., the popular production rose deftly to the challenges of its unique script and earned accolades for its brisk pace, comic timing and “crackling energy.”

In December 2014, director and faculty member Matthew Moore, Ph.D.’04, collaborated with movement specialist Susan Creitz to create a haunting and critically acclaimed production of Aeschylus’ Agamemnon, delving into the ancient text’s characters and their often inscrutable motivations. Woven throughout, the vertiginous musical score by Sean Skahill ’15 propelled the action toward inevitable tragedy.

Associate professor Troy Dwyer took up the mantle of tragedy to conclude the season, with a compelling adaptation of Shakespeare’s Romeo and Juliet. Informed by the national conversation following the deaths of Michael Brown, Eric Garner and others across the United States, Dwyer’s multiracial Romeo and Juliet served as a touchstone for dialogue on campus about the country’s escalating racial and political tensions.

More than 150 performances graced Muhlenberg’s stages, black boxes and galleries, and more than 10,000 patrons enjoyed theatre and dance performances here last year.
In an era when the liberal arts are called into question for relevancy in today’s society, studying the humanities can provide some of the best forward thinking. That’s because Muhlenberg students learn to interpret and evaluate issues of human concern, experience and expression by means of analysis, critical reasoning and historical reflection. They cultivate knowledge and understanding of human activity and world views across time, geography and cultures.

Faculty in the humanities seek to involve students to increase thoughtful and personal research and study. New online systems and tools, the Trexler Library, the use of cluster courses and the cross-curricular writing program at Muhlenberg distinguish the College’s liberal arts philosophy and increase the power of academic exploration and integration, whether it is in the lab, the classroom, the community or the world at large.

Religion Studies

For instance, the study of religion at Muhlenberg had its start with the College itself, which was founded as Allentown Seminary in 1848. College requirements then included Christian morals, Bible history and the study of Biblical antiquities. When the seminary became Muhlenberg College in 1867, the tradition of Bible studies was continued, and a department of Bible and religion was in place by 1882.

Religion majors at Muhlenberg now study not only the three major religious traditions of the West—Judaism, Christianity and Islam—but also the religious traditions of India, China and Japan. The department is home to the Jewish traditions and Asian studies programs.

This year, Dustin Nash, Ph.D., and Purvi Parikh, Ph.D., will join the Muhlenberg faculty. Dr. Nash is from Cornell University and specializes in ancient Jewish identity and scribal practice. Dr. Parikh, from the University of Pennsylvania, specializes in ethical formation among contemporary Hindu movements and joins Muhlenberg faculty as our new Andrew Mellon post-doctoral fellow. Also, Dr. Wendy Doniger, premier scholar of Hinduism from the University of Chicago, will speak on campus in November.

A study abroad opportunity with the University of Groningen, a renowned Dutch institution of higher education, will be offered in 2016.

Trexler Library

Trexler Library is the intellectual heart of campus, engaging faculty, students and staff in research, writing, collaboration, reading, studying, learning and contributing to the growth of knowledge. The library complements the curriculum and supplements learning by improving access, increasing resources, engaging programs and excellent services. Some highlights:

This past June, the library officially switched over to an integrated cloud-based library system, OCLC WorldShare Management Services (WMS), retiring the outdated Innovative Interfaces’ Millennium system. This concluded a multi-year system and web implementation process that included a website redesign, implementation of discovery services and an improved proxy service.

Working through the Library Committee, the faculty passed an open access resolution last year, which increases access to academic scholarship, making faculty and staff journal articles accessible in the College’s institutional repository, as permitted by publishers’ policies and/or copyright agreements.

In collaboration with the Digital Learning Team, Trexler Library applied for, and was awarded, a CIC Shared Shelf grant, which will provide Trexler Library free access to the Shared Shelf platform where digitized collections can be stored, searched and accessed such as the rare and fragile Muhlenberg Family Papers, which will be accessible to the Muhlenberg community and other researchers, too.

Library staff has improved services by introducing newer technologies in the library, such as high capacity printers, a digital microform reader and easy-to-use scanner with bookedge.
Established in 1994, Muhlenberg’s Center for Ethics seeks to develop the College’s capacities for ethical reflection, moral leadership and responsible action by engaging students, faculty and the community at large in scholarly dialogue, intellectual analysis and self-examination about contested ethical issues.

For the 2014–2015 academic year, Dr. Brian Mello, associate professor of political science, and Dr. Christine Sistare, professor of philosophy, developed a program entitled “Civility and Disobedience.” Starting with a kickoff event, and continuing throughout the year, the Center extended the programming to reach out to faculty with grants to create course connections to this ethical theme and partially supported a few other allied programs.

Under Center director Dr. Bruce Wightman, professor of biology, more than 17 events were organized to address the theme as it related to activist and resistance movements, past, present and future. Almost 2,200 participants joined in the discourse over the academic year.

The premise for “Civility and Disobedience” was based on basic freedoms of expression, seeking to answer such questions:

• When do moral causes become more important than the rule of law or compliance with norms?

• What is the role of dissent in healthy democracies?

• Should protest always be peaceful or is violence sometimes the right thing to do?

Seen here: Muhlenberg students Training for Change. The program was held on Monday, January 19, 2015 in Seegers Union. At this activism workshop, students, faculty and staff trained to make a difference for groups standing up for social, economic and environmental justice through strategic nonviolence.
NSF Grant for Scholarship  In April 2015, Muhlenberg College was awarded a grant from the National Science Foundation (NSF), in the amount of $607,786 over five years, to support “Scholars in Math and Science: A Program to Improve Recruitment and Retention of Students in the Biological Sciences,” under the direction of Dr. Mary Byrne, lecturer of biology, Dr. Erika V. Iyengar, associate professor of biology, and Dr. Paul Meier, associate professor of biology.

With this initiative, Muhlenberg College will recruit students from underrepresented groups and prepare them to take leadership roles in STEM (Science, Technology, Engineering, Mathematics) fields after graduation. The Scholars in Math and Science (SIMS) program aims to increase the diversity of students who enter college seeking a major within the biological sciences. Two cohorts of eight students each will be recruited. The proposal builds upon successful program elements of a previous STEM grant directed by Dr. Meier and Dr. Don Shive ’02, professor of chemistry. Program elements new to this proposal are designed to develop academic and science skills, create a learning community that lasts from freshman to senior year and develop student leadership through activities at the local science center and in public schools, they will provide a diversity of faces to

The program will enhance the educational experiences of other students who work with these SIMS students, and the enhanced classes designed for SIMS students – emphasizing science process rather than content – will be available to other students. It has been found that such enhanced experiences will increase retention of information for all science students. Furthermore, these SIMS students will participate in recruitment of additional underrepresented students and spur a long-lasting increase in diversity. As the SIMS students are involved in science education outreach activities at the local science center and in public schools, they will provide a diversity of faces to

Total Natural Sciences & Mathematics Majors: 358

<table>
<thead>
<tr>
<th>Biochemistry*</th>
<th>Mathematics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biology</td>
<td>Natural Science*</td>
</tr>
<tr>
<td>Chemistry</td>
<td>Neuroscience*</td>
</tr>
<tr>
<td>Computer Science</td>
<td>Physical Science*</td>
</tr>
<tr>
<td>Environmental Science*</td>
<td>Physics</td>
</tr>
</tbody>
</table>

Interdisciplinary Major

local science efforts, inspiring younger generations of underrepresented groups in Allentown to pursue STEM disciplines. The results of the project will be reported in *The Journal of Science Teaching* or other appropriate venues.

“The SIMS scholarship certainly provided me a great amount of support during my time at Muhlenberg,” said Nancy Suarez ’13, a biology major with minors in creative writing and public health. “Medical school is a huge financial burden, and extra financial help during my undergraduate years was extremely appreciated, especially coming from an underprivileged background. The scholarship helped me to commit to a major in biology, something that may have been difficult for me, coming from a high school with less rigorous opportunities to engage in the sciences. The extra push from the NSF–SIMS program and strong, rigorous coursework at Muhlenberg has certainly been integral components in my path to becoming a physician.”

The mission of Muhlenberg College’s biology department is to offer a comprehensive program designed to provide students with an opportunity to study the diversity of life and the mechanisms governing life processes in a manner that is integrated with the broader goals of a liberal arts education.

The NSF is an independent U.S. government agency responsible for promoting science and engineering through research programs and education projects.

Right: This past summer, more than 50 Muhlenberg students conducted independent research in the arts, humanities and sciences. Such undergraduate research provides student researchers with access to some of the top faculty in their field, and their findings often result in professional publications with their faculty mentors. Student researchers receive stipends and no-cost housing on campus. All is made possible through grants from the National Institutes of Health, the National Science Foundation, Muhlenberg’s Neuroscience Collaborative Research Program, the Provost’s Faculty–Student Collaborative Research Grant and others funded by generous Muhlenberg alumni and supporters.
“Working in a neuroscience lab based on memory you tend to have connections to pretty much everything. I’ve gained a perspective on what it means to remember, and an appreciation for the things my fellow classmates have learned. In that way, my research has really made me appreciate the opportunities of a liberal arts education.”

“Summer research really immersed me into the scientific community, and taught me how to be self-motivated. The best research comes from the people who are most interested in their work. I learned that background research is critical in order to develop the best possible experiment.”

“Research has pushed me to solidify my understanding of concepts covered in my classes not only because I need to know them to understand my work, but also because that information is now more relevant, interesting, and exciting to me. Working with the other members of my lab group and in the department has also allowed me to learn through collaboration.”

“Research has really opened my eyes and has been immensely useful in helping me observe and better understand principles of developmental biology in a way I would have never known. Performing research has taught me how my predictions for an experiment may not always match my conclusions. When that does occur, I’ve learned that it is not a setback, but instead a sign of progress.”

“No longer was my education based on being better than everyone else or trying to get a higher grade than my peers. Finally, my learning was mutual, collective and dependent on others. I am truly grateful for the opportunity to do research this summer because it made me not only a better scholar and scientist, but a better person. I will never forget my research family.”

“It is one thing to learn about certain phenomena in the classroom; it is so much more to see it firsthand. Research with Dr. Teissére allowed me to experience lab techniques used by molecular neuroscientists, such as voltage clamping, that are otherwise too complex to understand just from reading in a textbook.”

“Research has really opened my eyes and has been immensely useful in helping me observe and better understand principles of developmental biology in a way I would have never known. Performing research has taught me how my predictions for an experiment may not always match my conclusions. When that does occur, I’ve learned that it is not a setback, but instead a sign of progress.”

“Independent Research: What Students Say

Neuroscience
Mary Beth Bayruns ’16
“After doing research at Muhlenberg, I feel that I have become a more critical learner (in a good way). I have developed my analytical skills so that I no longer blindly accept information that I am given; rather, I question why things are done a certain way.”

Biology
Taylor Phillips ’18
“Summer research really immersed me into the scientific community, and taught me how to be self-motivated. The best research comes from the people who are most interested in their work. I learned that background research is critical in order to develop the best possible experiment.”

Chemistry
Lauren Warning ’16
“Research has pushed me to solidify my understanding of concepts covered in my classes not only because I need to know them to understand my work, but also because that information is now more relevant, interesting, and exciting to me. Working with the other members of my lab group and in the department has also allowed me to learn through collaboration.”

Neuroscience
Zachary Winchell ’16
“Working in a neuroscience lab based on memory you tend to have connections to pretty much everything. I’ve gained a perspective on what it means to remember, and an appreciation for the things my fellow classmates have learned. In that way, my research has really made me appreciate the opportunities of a liberal arts education.”
The social sciences constitute the largest academic division at Muhlenberg College. Study in the social sciences is approached with an eye on investigation of how modern institutional structures and social, political, economic and cultural practices are shaped by individual choice, behavior and public policy. Students not only examine current events that shape the operations in these areas today, but they develop an understanding of related power and ideologies across social contexts, relationships and practices.

According to Muhlenberg’s most recent career survey, Class of 2013, more than 90 percent of students self-reported they had moved on to post-graduate study or careers in their desired field within 12 months of graduation. Here is a sampling of those results:

### Social Sciences

#### Learning About Societal Structures and Practices

The social sciences constitute the largest academic division at Muhlenberg College. Study in the social sciences is approached with an eye on investigation of how modern institutional structures and social, political, economic and cultural practices are shaped by individual choice, behavior and public policy. Students not only examine current events that shape the operations in these areas today, but they develop an understanding of related power and ideologies across social contexts, relationships and practices.

According to Muhlenberg’s most recent career survey, Class of 2013, more than 90 percent of students self-reported they had moved on to post-graduate study or careers in their desired field within 12 months of graduation. Here is a sampling of those results:

#### Post-Graduate Study

- American University–Psychology
- Boston University–School Counseling
- Brandeis University–Psychology
- Columbia University–Social Work
- George Washington University School of Law
- Lehigh University–Psychology
- London School of Economics, England–Environment and Development
- New York University–Law School
- New York University–School Counseling
- Oregon State University–Archaeology
- Rutgers University–Cognitive Psychology
- University of Pennsylvania–Anthropology
- University of Pennsylvania–Counseling
- Villanova University–Clinical Mental Health Counseling
- Villanova University School of Law

#### Employment

- AIG
- Citi
- Conde Nast
- Deloitte
- Four Seasons Hotel
- Ernst & Young
- International Fidelity Insurance Co.
- KPMG
- Lutron Electronics
- Morgan Stanley
- PNC Bank

#### Total Social Science Majors: 717

<table>
<thead>
<tr>
<th>Accounting</th>
<th>History/Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Studies*</td>
<td>International Studies*</td>
</tr>
<tr>
<td>Anthropology</td>
<td>Media &amp; Communication</td>
</tr>
<tr>
<td>Business</td>
<td>Political Economy &amp; Public Policy*</td>
</tr>
<tr>
<td>Administration</td>
<td>Political Science</td>
</tr>
<tr>
<td>Economics</td>
<td>Psychology</td>
</tr>
<tr>
<td>Education</td>
<td>Sociology</td>
</tr>
</tbody>
</table>

*Interdisciplinary Major

- Prudential Insurance Co.
- SEI Investments
- Teach for America
- TIAA–CREF
- Universal Music
- United States Navy
- Vanguard
- Wells Fargo

#### Internships

Internships are a major learning component of many of the social science majors. Take, for instance, the accounting, business, economics and finance (ABEF) program at Muhlenberg. Students may select an internship through the College database or they can develop an internship through their own contacts. An internship coordinator helps students find, design and get placed. Internships may count for course credit but they do not have to as many students take internships to gain needed experience.

Nearly 80 percent of ABEF students participate in an internship during the pursuit of their major. Companies represented include:

- Air Products, Inc.
- PPL Corporation
- BlackRock
- Deloitte & Touche
- PricewaterhouseCoopers
- EXOS (Athletes’ Performance)
- Monumental Sports & Entertainment
- Reebok International
- And many others

#### Muhlenberg’s Psychology Department

2015 Culture of Service Award Winner from the American Psychological Association
Community Engagement

Muhlenberg’s Office of Community Engagement (OCE) is the central location on campus for coordinating community engagement such as course-related service learning projects, community-based work-study, weekly volunteer programs, social justice initiatives, Civic Fellows, community intern program, community-directed research projects and community events on and off campus. Students commit to volunteer opportunities that occur on a weekly basis with 16 different community partners including Phoebe Ministries, several schools within the Allentown School District, Habitat for Humanity of the Lehigh Valley, Community Bike Works, Allentown Health Bureau, Planned Parenthood and The Arc of Lehigh and Northampton Counties. More than 300 students each year volunteer 20 hours or more in a given semester.

Community partners state that partnerships with Muhlenberg create multiple impacts in communities including increased:

- socialization for seniors citizens,
- physical activity for youth,
- reading proficiency among K–3 students,
- youth commitment to schoolwork,
- adult English language proficiency, and
- access to resources and organizational grant assistance.

The strongest impact, however, is in the relationships built between ’Berg students and local community members. Mutual learning and respect develops over time as students and community members work to achieve common goals. The depth of Muhlenberg’s partnerships and the institutional commitment to engagement allow for positive impact within Allentown and our College as we work to move our communities forward.

Beth A. Halpern is the director of community service and civic engagement.

Right: The 25th Jefferson Field Day, held on May 1, 2015, is an annual tradition at Muhlenberg started with the encouragement of Allentown School District elementary principal Karen Altrichter Boardman ’81. More than 700 students and faculty from Jefferson Elementary School descend on the Muhlenberg campus and are joined by approximately 230 Muhlenberg student-volunteers for a day of festivities that includes tours of campus, lunch and games focused on teamwork and fitness.
Ranked one of the top 30 best baccalaureate institutions for the high number of students who study abroad by the Institute of International Education, Muhlenberg College offers students several formats for study:

**Short-Term Study Abroad** – Faculty-led Muhlenberg Integrated Learning Abroad (MILA) programs may take place in the semester following on-campus course preparation or are faculty-led summer courses abroad. Bangladesh, China, Costa Rica, Greece, Italy, Spain/Morocco and Senegal are some of the study trips that have recently led to academic credit.

**Semester-Abroad Programs** – Muhlenberg supports two discipline-specific education abroad opportunities during fall semester: the London Theatre Program at Goldsmiths College, University of London, and the program for accounting, business and economics majors at the University of Maastricht in the Netherlands.

During the spring semester, Muhlenberg offers a faculty-led, discipline-specific program at Dublin City University in Ireland for media and communication and film studies majors.

The College also offers through third-party relationships or direct enrollment 160 programs in 64 countries where students may earn credit suitable for every major on campus. CIEE (the Council on International Education Exchange), SIT (the School for International Training) and IES (International Education of Students) are some of the high-quality partners that coordinate with Muhlenberg for meaningful student experiences.

Last year, 277 Muhlenberg students studied abroad in 34 countries and 77 percent of them went to non-English-speaking countries such as Argentina, China, France, India, Nepal, Panama, Peru, Spain and Tanzania. Fifty-one percent of the 2015 graduating class earned academic credit abroad. There are multiple study abroad opportunities for all Muhlenberg majors, including students in the STEM fields.

**Endowments Support International Study**

- Dr. David P. Amdur Fund for Study Abroad
- The Ann E. and Martin H. Getz Study Abroad Fund
- The Helm Study Abroad Fund
- The Frederick E. Hanson Scholarship Award
- The Huebner Global Education and Awareness Award
- The Koerwer Endowed Fund for International Study and Advancement
- The Dr. David H. Much Professor of Biology Study Abroad Fund
- The Davin N. Peterson Study Abroad Fund

Here are the major reasons why Muhlenberg College promotes international study abroad and encourages students to do so:

- Prospective employers and graduate schools value study abroad.
- Greater multicultural and global awareness promotes conflict resolution.
- U.S. national security depends on the foreign language skills of members of our government agencies.

Most importantly, students learn to approach situations involving people from other cultures with greater levels of comfort, satisfaction, confidence and sensitivity. They gain a higher level of understanding of the value of cultural diversity.

We have learned by experience that Muhlenberg’s program is truly unique. It is designed to enhance the liberal arts experience by extending our curriculum beyond our nation’s borders. Since students retain their financial aid while abroad, all students can participate in the life-changing experiences of study abroad, reaping future career benefits, whether pursuing a job or graduate school.

Donna M. Kish-Goodling, Ph.D., is professor of economics and dean of global education.

51% of the 2015 graduating class earned academic credit abroad.
**Peru**
Andrea Freed ’16

“Peru was incredible. For my independent research, I examined indigenous identity by narrowing in on the social movements within Madre de Dios. Working with The Native Federation, I learned about the mission of preserving the Peruvian identity, and how important the land is to the indigenous peoples.”

---

**Tanzania**
Caroline Berman ’16

“My study abroad program was incredible. We went on two five-day expeditions, one to Tarangire National Park and one to the Serengeti. My research took place in the Ngorongoro Crater, the largest intact and unfilled caldera in the world. I collected data over 10 days on foot on the crater floor.”

---

**Switzerland**
Amanda Riley ’16

“I participated in the Global Health and Development Policy program based in Geneva, Switzerland during the spring 2015 semester. One of my favorite aspects of this program was the homestay experience. I appreciated the opportunity to practice my French with my homestay family because one of my goals was to improve my French skills.”

---

**Turks and Caicos Islands**
Lindsey Schwartz ’16

“I spent the spring of 2015 studying and scuba diving on the beautiful island of South Caicos. I took classes centered on the local environment, as well as the economy of the small fishing village and the basics of resource management.”

---

**Tanzania**
Ryan Hopper ’16

“Studying in Tanzania has been one of the best experiences of my college experience: from spending an entire day with a local family to driving around world renowned national parks like the Ngorongoro Crater and Serengeti National Park.”

---

**Morocco**
Alexa Potter ’16

“I attended the School for International Training’s Morocco: Multiculturalism and Human Rights program. My research consisted of human rights issues that have taken place since the Arab Spring in 2011. My research focused on domestic violence and the handling, or lack thereof, of such abuse by authorities.”

---

**Nepal**
Alison Elliott ’16

“While studying the Tibetan and Himalayan Peoples, I learned about Tibet’s politics, religion and language. Studying in Nepal, I researched wildlife crime. I spoke to people from WWF, safari tour guides and villagers, to discuss Rhino and Tiger poaching. My research concluded that the Nepali people have achieved two years of zero poaching in Chitwan National Park.”

---

**Tasmania**
Neshama Sonnenschein ’16

“I went on SIT Australia: Sustainability and Environmental Action. I went to the old growth rain forests of Tasmania. We learned why the Earth is suffering from symptoms such as climate change and high rates of extinction in many species. The program is not meant for despair; in fact, it was meant for empowerment.”

---

**Peru**
Andrea Freed ’16

“Peru was incredible. For my independent research, I examined indigenous identity by narrowing in on the social movements within Madre de Dios. Working with The Native Federation, I learned about the mission of preserving the Peruvian identity, and how important the land is to the indigenous peoples.”
Transition is a constant in a college admissions operation. Each admissions cycle is an exercise in helping students transition from high school to college, from home to a new environment, from things familiar to new ideas, new mentors, new friends and ultimately to young adulthood.

At the same time, each new class brings its own transitional energy to a college campus. One class graduates and a new class enters—four years younger than the class it is replacing, and bringing life experiences that may be very different from those of the students who entered four years before.

The class entering Muhlenberg this fall will be the most diverse in the College’s history, continuing an ongoing transition at Muhlenberg from a more homogeneous to a more diverse student body. This class will include 17.5 percent domestic students of color, as well as 34 international students: 29 from China, and one each from Italy, Japan, Jordan, Rwanda and Vietnam.

This new class includes authors and actors, scientists and business types, dancers and aspiring teachers, musicians and entrepreneurs, pre-laws and pre-meds. They will no doubt challenge, contribute to, and delight our community, as have all the classes before them. In the process, they will continue to transform both Muhlenberg and themselves. When they cross our graduation stage four years from now, they will have left their mark on Muhlenberg, and they will be making yet another transition, this time from college to the wide world beyond our campus. We can’t wait to see all that they will accomplish while they are here, and who they will become as they take their place in the world!

Chris Hooker-Haring ’72 P’08, P’10 is the dean of admission & financial aid.
Return on Investment

Muhlenberg College is proud of its reputation for meeting its commitment to families by graduating students on time, within reasonable lending parameters and with majors offering high career potential:

90—93%
Retention Rate End of First Year

84%
Graduation Rate within 4 Years

32%
Double Majors

51%
Students Studying Abroad: Class of 2015

96%
Employment/Graduate School Rate
One Year Out: Class of 2013

42%
No Student Debt upon Graduation

$24,000
Average Debt upon Graduation for Those Who Take Federal Loans

83%
Students Who Receive Institutional Grants or Scholarship Aid

900+ in MuhlNET
Successful Alumni Helping Graduates in a Job Search
**Admission & Financial Aid**

First-Year Students Receiving Financial Aid 2012–2014 (All Sources)

Six-year Graduation Rates

Muhlenberg College 85%

Private Non-Profit 4-year Colleges 65%

All U.S. 4-year Institutions 59%

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 2009 compared to classes entering 2007 at other institutions (most recent data available).


**Enrollment Data**

2010–2015 Application History

2014–2015 Student Charges at Comparable Colleges

<table>
<thead>
<tr>
<th>Institution</th>
<th>Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Muhlenberg College</td>
<td>$54,480</td>
</tr>
<tr>
<td>Lehigh University</td>
<td>$56,770</td>
</tr>
<tr>
<td>Ursinus College</td>
<td>$57,580</td>
</tr>
<tr>
<td>Villanova University</td>
<td>$57,954</td>
</tr>
<tr>
<td>Gettysburg College</td>
<td>$58,820</td>
</tr>
<tr>
<td>Lafayette College</td>
<td>$59,155</td>
</tr>
<tr>
<td>Dickinson College</td>
<td>$59,664</td>
</tr>
<tr>
<td>Bucknell University</td>
<td>$60,140</td>
</tr>
<tr>
<td>Franklin &amp; Marshall</td>
<td>$60,699</td>
</tr>
</tbody>
</table>

**Class of 2019 Geographic Distribution**

- New Jersey 33%
- Pennsylvania 21%
- New York 18%
- New England 10%
- Other States/International 6%
- Del./Md./Va./D.C. 5%
- West/SW 3%
- Midwest 3%

**Class of 2019 Ethnic Distribution**

- White 69.6%
- Asian 8.9%
- Hispanic/Latino 7.6%
- Unknown 7.6%
- African American/Black 4.3%
- Two or More Races 1.7%
- American Indian/Alaska Native 0.17%
- Native Hawaiian 0.17%
### Significant Learning Opportunities

- Hands-On Research
- Research and Performance Collaboration with Faculty
- Honors Programs
- 160 Approved Programs for Study Abroad
- Muhlenberg Integrated Learning Abroad (MILA) Programs
- Pre-Professional and Postgraduate Partnerships
- Community Service Learning
- Washington Semester

### Muhlenberg Offers More

#### Professional Study Partnerships

**Dentistry:** Assured Admission, University of Pennsylvania School of Dental Medicine DDS Degree

**Engineering:** Columbia University, NYC, BS Dual Degree

**Forestry/Environmental Management:** Duke University, BS and Master's Degrees

**Medicine:**
- Assured Admission, Drexel College of Medicine, MD Degree
- Temple University School of Medicine and St. Luke's Health Network

**Occupational Therapy:** Assured Admission, Thomas Jefferson University (TJU), Master's Degree

**Optometry:** Assured Admission, SUNY College of Optometry

**Physical Therapy:** Assured Admission, TJU, DPT Degree

**Music Certification:** Moravian College, PA Department of Education Approved K-12 Program

**ROTC:** Membership in Steel Battalion through Lehigh University

---

### Career Center

Muhlenberg’s Career Center is available for all students. In fact, first-year students are especially encouraged to begin using the Career Center resources right from the start. This academic success center helps students assess their interests and strengths, as well as hone their resumes, write smart cover letters, compete for summer internships and ultimately go after that first job or graduate school placement. The Career Resource Library and website house an extensive collection of books, directories and job-related information. Career counselors help students tap the “hidden job market,” connect with Muhlenberg alumni and develop their own personal self-marketing plans.

A lifetime of achievement starts here. The voices heard, the knowledge gained, the connections made and the experiences instilled in our graduates are the steps to success for many years to come.

---

### Senior Year Experience

Building on the three principles of transition, reflection and integration, the Senior Year Experience engages seniors in a yearlong series of workshops and reflection opportunities, all aimed at supporting seniors as they make the transition to the world of work, graduate or professional school, citizenship and life.

Another great example of the signature senior year programming is Reality MC, held at mid-year just prior to the start of the spring semester. Seniors return to campus two days early for a concentrated series of workshops that focus on everything from networking and self-marketing for a successful job search to how to rent and read a lease.

Senior Reflections is a program that reconnects seniors with their First-Year Seminar cohort to reflect on their college experience—what has been gained and how they have changed—guided by their First-Year Seminar faculty mentor.
kudos

President Emeritus Helm was assisted by Board Chair Richard C. Crist, Jr.’77, P’05, P’09, at the unveiling of his presidential portrait on April 25, 2015 in the Seegers Union Great Room. Painted by Artist Peter Schnore of Boyertown, Pa., the portrait has been hung in the third floor lobby of the Haas College Center, along with portraits of presidents 5 – 10. President portraits 1 – 4 can be viewed in the first floor lobby of the Haas Center.

The Helm Era: 2003 – 2015

Major Achievements

2004 – 2005
— The Life Sports Center expansion completed
— The Newman Center doubled in size
— New accelerated graduate degree in physical and occupational therapy through Thomas Jefferson University

2005 – 2006
— New minor introduced in public health
— New film studies minor added
— New finance major offered
— Two new faculty posts approved for 2006-2007 academic year in political science and film studies
— The sciences expanded with the addition to the Shankweiler Building, Trexler Tower and Century Arch, including the creation of the Acopian Center for Ornithology

2006 – 2007
— Two new tenure track positions approved for 2007-2008 academic year in neuroscience and sociology
— A new non-tenure position added in film studies
— New minor approved in Africana studies
— New residence hall completed – 2201 Chew Street
— New Multicultural Center completed, housing international programs, multicultural programs, classroom and student space

2007 – 2008
— The Village residence halls completed
— Three new tenure lines approved for 2008-2009 academic year in biology, art and music

2009 – 2010
— Arts management concentration introduced within the business administration major
— Seegers Union expansion completed
— The Robert and Ilene Wood Dining Commons opens
— Former TKE fraternity house redesigned as Rehearsal House

2010 – 2011
— Hillel facility expanded and renovated, along with new facilities for sociology and anthropology

2011 – 2012
— New Jewish studies major introduced
— New semester-long, study abroad program at Dublin City University, Ireland, introduced for media and communication and film studies majors

2013 – 2014
— Major, new general education curriculum passed by faculty
— East Hall renovated and expanded

Promotions to Associate Professor
• Dr. Amy Corbin, associate professor of media & communication
• Dr. Daniel Doviak, associate professor of philosophy
• Dr. Marcia Morgan, associate professor of philosophy
• Dr. Eduardo Olid, associate professor of languages, literatures & cultures

Promotions to Professor
• Dr. Thomas Cragin, professor of history
• Dr. Donald Dale, professor of economics
• Dr. Marten Edwards, professor of biology
• Dr. Mohsin Hashim, professor of political science
• Dr. Michael Huber P’14, professor of mathematics
• Dr. Beth Schachter, professor of theatre and dance
• Dr. Lora Taub-Pervizpour, professor of media and communication

Muhlenberg College Awards
• Certificate of Recognition from the Lehigh Valley Partnership for a Disability Friendly Community
• Community Engagement Classification recertification by the Carnegie Foundation for the Advancement of Teaching
• President’s Honor Roll from the Corporation for National and Community Service

Convocation
98 Honorary Awards
On April 26, 2015, Honors Convocation was held. Ninety-eight honorary awards were presented to 181 students in the traditional ceremony. Here are a few of the students who received awards at the ceremony:

• Antonio G. Cheechia ’15, The Dr. Edwin R. Baldridge Prize (history)
• Jennifer S. Freed ’15, the Community Service Award
• Tyler M. Bauer ’15, the Greek Leader of the Year Award
• Nicholas G. Farmer ’15, The James W. and Barbara Herrick Award (political science)
• Laura A. Barbalato ’15, The Keith M. Keenly Microbiology Award (above)
• Caroline R. Consol ’15 and the Cardinal Key Organization, The President’s Award
• Adam M. Schlauch ’15, The Dr. John V. Shankweiler Prize (biology)
• Morgan L. Reilly ’15, Arts Ovation Award by the Allentown Arts Commission

The Helm Era: 2003 – 2015

Major Achievements

2004 – 2005
— The Life Sports Center expansion completed
— The Newman Center doubled in size
— New accelerated graduate degree in physical and occupational therapy through Thomas Jefferson University

2005 – 2006
— New minor introduced in public health
— New film studies minor added
— New finance major offered
— Two new faculty posts approved for 2006-2007 academic year in political science and film studies
— The sciences expanded with the addition to the Shankweiler Building, Trexler Tower and Century Arch, including the creation of the Acopian Center for Ornithology

2006 – 2007
— Two new tenure track positions approved for 2007-2008 academic year in neuroscience and sociology
— A new non-tenure position added in film studies
— New minor approved in Africana studies
— New residence hall completed – 2201 Chew Street
— New Multicultural Center completed, housing international programs, multicultural programs, classroom and student space

2007 – 2008
— The Village residence halls completed
— Three new tenure lines approved for 2008-2009 academic year in biology, art and music

2009 – 2010
— Arts management concentration introduced within the business administration major
— Seegers Union expansion completed
— The Robert and Ilene Wood Dining Commons opens
— Former TKE fraternity house redesigned as Rehearsal House

2010 – 2011
— Hillel facility expanded and renovated, along with new facilities for sociology and anthropology

2011 – 2012
— New Jewish studies major introduced
— New semester-long, study abroad program at Dublin City University, Ireland, introduced for media and communication and film studies majors

2013 – 2014
— Major, new general education curriculum passed by faculty
— East Hall renovated and expanded
Honorary Degrees 2015

Dr. Ronald Crutcher, a national leader in higher education, distinguished classical musician and accomplished administrator, addressed 532 graduates, their families and Muhlenberg faculty and staff at the College’s 167th Commencement on May 17, 2015. Dr. Crutcher is president emeritus of Wheaton College in Massachusetts and president-elect of the University of Richmond. Among his many achievements, he is a founding co-chair of LEAP (Liberal Education and America’s Promise) and a former member of the Cincinnati Symphony Orchestra. In addition to Dr. Crutcher, four other individuals were also awarded honorary doctorates:

- **Ed Harris** is an actor, director and the recipient of two Golden Globe awards, a Screen Actors Guild award and a National Society for Film Critics award, among others. His feature film directing debut was “Pollock,” receiving an Academy Award nomination as best actor for his performance in the title role. Too numerous to mention, major film credits include “The Right Stuff,” “A Beautiful Mind” and “The Hours.”

- **Joia Mukherjee, M.D.**, is an associate professor of medicine in the Division of Global Health Equity, Department of Medicine, Brigham and Women’s Hospital, and associate professor of global health and social medicine at Harvard Medical School. Mukherjee’s scholarly work focuses on the provision of health as a human right and on the implementation of complex health interventions in many resource-poor countries such as Burundi, Haiti, Lesotho, Liberia, Malawi, Mali, Mexico, Peru and Rwanda.

- **Dr. Jackie MacMullan** is a television analyst for ESPN and Comcast SportsNet and a columnist for ESPNBOSTON.com. She is the first and only woman selected in the history of the presentation of the Curt Gowdy Award by the Naismith Basketball Hall of Fame. Her book, “Shaq Uncut,” was a New York Times bestseller. In 2005, MacMullan was inducted into the New England Basketball Hall of Fame.

- **Eric H. Cline**, professor of classics and anthropology, at The George Washington University in Washington, D.C., has been featured as a national active field expert and is a three-time winner of the Biblical Archaeology Society’s “Best Popular Book on Archeology,” having co-authored or edited a total of 16 books, among many other accomplishments.
Dr. Douglas P. Ovens, professor of music, traveled to the College Music Society International Conference held at the Sibelius Institute in Helsinki, Finland on June 22, 2015. Seated is Nanette Kaplan Solomon, emeritus professor of music from Slippery Rock University, who performed Ovens’ original composition, Piano Resonances, there.

Faculty & Staff Awards

Lehigh Valley Arts Council Cultural Accessibility Award: Jessica Bien, general manager of Muhlenberg’s Theatre & Dance Department (right)


Distinguished Service Award: Karen Dearborn P’13, P’17, professor of dance, by the Lehigh Valley Association of Independent Colleges

The Daniel J. and Carol Shiner Wilson Awards: Joseph Elliott, professor of art; Paul McEwan, Ph.D., professor of media and communication and film studies; Marcia Morgan, Ph.D., assistant professor of philosophy

The Student Government Award: The Rev. Callista Isabelle, Muhlenberg chaplain

The Chairman’s Award: Kathleen Harring, Ph.D., professor of psychology and associate dean for institutional assessment

Ruth and Joe Spira Award for Excellence in Teaching: Paula Irwin P’07, P’13, associate professor of accounting

Recent Books by Faculty


Prestigious Awards for Postgraduate Study

The Prestigious Scholarship Awards for postgraduate study are overseen by the Office for Academic Life. With the assistance of Muhlenberg professors acting as advisors, the students engage in a process to enhance success when applying for scholarship opportunities. More than 150 such national awards have been earned by Muhlenberg students and recent graduates since the program’s inception. Here are the most recent award recipients:

J. William Fulbright

- **Melanie Ferrara ’15, Finalist.** Melanie majored in philosophy & political thought and self-designed in gender & sexuality. She won a President’s Award for Outstanding Academic Achievement and Promise for Postgraduate Study by a Junior. She was a recipient of a Summer Research Grant in 2014 and was a Truman Finalist in 2014.
- **Tyler McKechnie ’14, Recipient.** Tyler majored in neuroscience and theatre.

National Science Foundation

- **Hudson Roth ’14, Honorable Mention.** Hudson was a member of Phi Beta Kappa. He majored in chemistry.
- **Jaclyn Durkin ’13, Recipient.** Jaclyn was a Dana Scholar and a member of Phi Beta Kappa. She majored in neuroscience and minored in mathematics. She was awarded a Muhlenberg Dean's Summer Research Grant in 2012.
- **Amanda Meier ’13, Recipient.** Amanda was a Muhlenberg Scholar and a member of Phi Beta Kappa. She majored in biology and environmental science. She was a Goldwater Recipient in 2012 and was an Honorable Mention in 2011. Amanda was also an Uddall Honorable Mention in 2012 and was awarded a Muhlenberg Dean's Summer Research Grant in 2011. She was a winner of a President’s Award for Outstanding Academic Achievement and Promise for Postgraduate Study by a Junior in 2012.
- **Lucas Michelotti ’12, Honorable Mention.** Lucas majored in biology and environmental science.

St. Andrew’s Society

- **Nicholas Cunningham ’17, Recipient.** Nicholas is majoring in biochemistry and minoring in public health. He is studying at the University of Aberdeen in Scotland.

Harry S. Truman

- **Erin Gistaro ’16, Finalist.** Erin is majoring in political science and American studies. She won a President's Award for Outstanding Academic Achievement and Promise for Postgraduate Study by a Junior.

Muhlenberg Superstars

- **Valedictorians: Melissa Morawski ’15, biology major and business minor, 4.0 GPA; and Peter Schartel ’15, biology major, 4.0 GPA**
- **Salutatorian: Lauren Alper ’15, neuroscience major and art history minor, 3.983 GPA**
- **Student-selected Speaker: Oliver Jean-Pierre ’15, sociology and religion studies double major**

Board of Associates Community Service Awards

Every year, at the May spring banquet of the Muhlenberg College Board of Associates (BoA), students are honored for their commitment to community service. For 2015, the students recognized were (left to right):

- **Julia Miller ’15, English and film studies double major, volunteered at the Allentown Public Library, South Mountain Middle School and Jefferson Elementary School.**
- **Stephanie Solomon ’15, psychology major and public health minor, connected with Best Buddies and Alpha Phi Omega.**
- **Dayna Kline ’15, psychology major and early childhood education certification, contributed her time to The Caring Place and South Mountain Middle School.**
- **Kelly Cann ’15, a biochemistry major and religious studies minor, worked with the Adopt-A-Grandparent Club and is The Office of Community Engagement liaison to the Interfaith Leadership Council.**

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

Air Products, Inc. Internships

Each student intern receives a stipend of $2,600 and possible academic credit for the 35-hour per week commitment. The 2015 summer cohort consisted of:

- **Nicole Roth ’16, working for Neighborhood Health Centers of the Lehigh Valley**
- **Felisa Wiley ’16, interning at Friends of the Allentown Parks**
- **Alison Smith ’17, deployed at Community Action Development Corporation of Allentown**
- **Jessica Sperber ’17, serving Community Bike Works**
- **Jalal Khan ’18, providing assistance at the Lehigh Valley Sustainability Network**
Men’s Soccer
Picked sixth in the Centennial Conference (CC) preseason poll, the Mules soared to their sixth championship. Led by an outstanding group of seniors who were determined to return the program to prominence, Muhlenberg went through the regular season with only one loss — in double overtime to a Franklin & Marshall College team ranked in the top 10. A dramatic 4-3 comeback win against Haverford College in which the Mules scored three goals in the final 17:06 gave the team a sense of destiny, which was fulfilled three weeks later when Muhlenberg defeated the same Haverford team 1-0 in the CC final. They weren’t done yet. Muhlenberg was selected to host the first two rounds of the NCAA Tournament and advanced to the “Sweet 16” with a 4-0 shutout of Baruch College and a shootout win against Catholic University. Muhlenberg hosted the next two rounds as well, but the run came to an end with a 2-0 loss to eventual national champion Tufts University. In the final Division III polls, Muhlenberg was ranked 12th by D3football.com and 14th by the National Soccer Coaches Association of America.

Football
After going 9-1 in the regular season, the Mules earned an at-large bid to the NCAA Tournament — their 11th postseason berth in the last 15 seasons. With a potent offense that set school records for points and yards per game and its usually stingy defense, Muhlenberg breezed through the regular season, with all but one of its wins coming by two touchdowns or more. The Mules made their final case for a bid with a 37-7 win at Moravian College in the traditional finale, keeping possession of the Sodexo Trophy. Muhlenberg was valiant in defeat in the first round of the NCAA Tournament. Playing on the road against a Widener University team ranked in the top 10, the Mules led 35-31 in the final two minutes before falling, 36-35, on a safety and last-second field goal. Muhlenberg was ranked 23rd by the National Soccer Coaches Association of America.

Women’s Basketball
Struggling with a 3-5 record, with three of its losses coming by 17 points or more, Muhlenberg hardly looked like a championship team in mid-December. Fortunately, the championship was decided in February. The Mules turned their season around completely, winning 13 of their next 14 games and qualifying for the Centennial Conference postseason for the 22nd consecutive season. Muhlenberg defeated longtime rival Johns Hopkins University in the semifinals and captured its unprecedented eighth CC title with a thrilling 68-64 win at top-seeded McDaniel College in the final. Sent to New York for the NCAA Tournament, the Mules advanced to the second round with another nail-biting win, 60-57 against 19th-ranked Cabrini College. The magical season came to an end in the final D3football.com poll.

Outstanding Athletes

**Tyler Bauer ’15, men’s track and field**
Bauer made history on the runway and in the classroom in his senior season. His javelin throw of 225 feet, 2 inches, broke the school and CC records and was the 10th-best throw in Division III history. He was also named to the Academic All-America team for the third year in a row and received an NCAA Postgraduate Scholarship.

**Lance Dotzman ’15, men’s soccer**
The leader of the Mules’ run to the CC championship, Dotzman was named a third-team All-American and CC player of the year after scoring 13 goals. He also earned third-team Academic All-America honors, becoming the first Muhlenberg soccer player to be named an All-American AND an Academic All-American.

**Leanna Tallamy ’15, women’s basketball**
Tallamy was a model of consistency for the CC champion women’s basketball team, scoring in double figures in the final 24 games of the season and rebounding in double figures 20 times in 29 games. She received All-America honorable mention after averaging 18.6 points and 11.1 rebounds and setting school records for field goals, free throws and rebounds in a season.

**Stephanie Umbach ’15, women’s lacrosse**
A four-time All-CC selection, Umbach led Division III with 86 goals in 2015. She was one of only three players in all three NCAA divisions to record at least 100 points and 100 draw controls, and her 12 goals against Swarthmore were the most by any NCAA women’s lacrosse player all this season. Umbach finished her career as the holder of all school records for points, goals and draw controls.
Championship Teams

Clockwise from top left:
Mule Football ranked 23rd in Division III
Eighth CC Title for Women’s Basketball
Men’s Soccer Wins 6th CC Championship
We at The Wescoe School are deeply invested in the success of our students. Having walked in our students’ shoes as adult learners ourselves, we are keenly aware of the heroic effort our students put forth in their quest to earn their degree. Because many students stay connected to their “Wescoe family” after graduation, our work finds inspiration in the stories we hear of their personal and professional accomplishments. Every year, we send graduating students into the working world with an expanded view of their roles in society. We offer traditional and accelerated degree programs as well as teacher certification for the Commonwealth of Pennsylvania.

It’s especially gratifying when our students pursue graduate studies and express the desire to return to Wescoe as instructors to guide and nurture the intellectual growth of others. We’re proud to highlight here three such individuals, who are now serving as bright and engaging instructors, helping to bring foundation and shape to the academic growth of our current students, much as their mentors did for them during their time here as undergraduates.

We also introduce you to the work of just one of the many excellent student teams in our accelerated degree program who share their time and expertise with area non-profit organizations. To date, well over 100 organizations have benefited from Wescoe student capstone projects addressing their agencies’ needs. I think you’ll see how a strong sense of service to others is deeply imbedded in the Wescoe experience.

Jane E. Hudak M.Ed. is the dean of adult education and summer study.


### Alumni Who Teach

#### Roberta Meek ’06, P’14
**Lecturer, Joint Appointment History, Media & Communication Departments, Muhlenberg College**

By 2003, Roberta Meek already had rewarding careers in the corporate and non-profit sectors and consulting. In spite of these successes, she always regretted not having finished her education while at Yale University. After an advisement meeting at The Wescoe School, Meek was convinced she could finally earn her degree. Although the decision posed significant challenges for her life as a divorced, working, single mother, Meek was undeterred. With mentors in the history department to guide her, she graduated with highest honors in 2006. Meek found herself so inspired that she decided to pursue a doctorate. Now a doctoral candidate in history at Temple University, she expects to defend her dissertation within the year. A full-time lecturer with a joint appointment in Muhlenberg’s media and communication and history departments, Meek also directs the Africana studies program and advises the Black Student Association and students in the Emerging Leaders Program. The Wescoe School changed Meek’s already rich and full life, and she is truly thrilled to give back to what she calls her beloved community.

### Patrick Kincaid, MBA, ’09
**Adjunct Instructor, Muhlenberg College Senior IT Operations & Business Process Specialist, Populytics, a subsidiary of Lehigh Valley Health Network**

While Patrick Kincaid arrived at Muhlenberg with a strong background in health care technology, he credits The Wescoe School with allowing him to gain a broader understanding of the overall health care delivery system. Kincaid feels that Wescoe’s business administration/healthcare management program provided him with the ability to adapt to the changing environment of health care, which has been instrumental to his growth and success in his current role at Populytics, a firm that is facilitating the health care industry’s move to value-based care. Kincaid particularly appreciated that his instructors had real-world experience, which made the learning practical and helpful to further developing his critical thinking and leadership skills. He was excited by the opportunity to teach at Wescoe, noting that “Having been through the learning process they’re undergoing, it’s provided me a way to share my experiences with the students and to assist them in achieving their goals—just as my instructors did for me. The Wescoe School provided me the knowledge and skills to earn my MBA and set me up for success.”

### Viviana X. Lucabeche, Ph.D., ’99
**Adjunct Instructor, Muhlenberg College Assistant Professor & Counselor, Counseling & Psychological Services, Kutztown University**

Born in Valparaiso, Chile, Dr. Viviana Lucabeche immigrated to the United States when she was 18 years old. Muhlenberg College provided both the opportunity and means for her to achieve her dream of an education by offering her a significant scholarship, with the understanding that she would pay it forward. Lucabeche decided to commit herself to social work, a profession that is dedicated to improving the lives of society’s most vulnerable citizens, just as Muhlenberg had assisted her. As a professor, Lucabeche notes that one of the reasons she adheres to high academic standards for students is because she was held to a high standard by the Muhlenberg faculty. Her message to students is that your dreams should not be defined by others’ expectations and stereotypes. She is a living example that with hard work, self-determination and the support of a great college, students can overcome barriers and achieve their goals!
Having served more than 22,500 adults from across the world, the mission of The Literacy Center in Allentown extends well beyond providing language education. Employment counseling is but one example. The Wescoe School helped support that particular effort through a capstone project that a team of students completed as part of their graduation requirements. Left to right: Wescoe 2015 graduates Lee Phillips, Mary Ferrell and Ashley Falk confer with Literacy Counselors Monica Santos and Kelly Gallagher about the new career pathway the student team created to link immigrant Literacy Center clients with important health care employment data to aid them in securing good jobs in the field. The Wescoe team “has brought the Valley’s skilled immigrant population to the attention of large health care employers in the Valley, and we are very thankful for their commitment and hopeful that other capstone students will connect us to other employment sectors,” says MaryAnn Przekurat, executive director.

Improving Employment Opportunities for Immigrants in the Health Care Field
How can you connect? This was the question at the center of Interfaith Week 2015 at Muhlenberg. Interfaith Week was planned by our student Interfaith Leadership Council and the religious life staff team. The goals of this week were to raise the visibility of the diverse religious and spiritual communities at Muhlenberg and provide opportunities for interfaith engagement. The centerpiece of Interfaith Week was a keynote presentation by Eboo Patel, co-sponsored by the Center for Ethics, the Chaplain’s Office and the Institute for Jewish-Christian Understanding. Eboo Patel is the founder and president of the Interfaith Youth Core and is a strong advocate for interfaith understanding. His keynote, “Civil Discourse: Promoting Social Change through Interfaith Action,” challenged students to consider how they could be part of the growing interfaith movement, both on Muhlenberg’s campus and wherever they will call home in the future.

The “Connections” map you see here is based on the Montreal subway system. Adapted by Becca Diamond ’15 to include the religious and spiritual communities at Muhlenberg, this map symbolizes ways students can connect with one another. Students may call one point on the map “home,” and they may also meet students from elsewhere on the map and learn about other traditions and practices. On Friday nights, you will find Roman Catholic students joining their Jewish friends for Shabbat dinner, and a Lutheran student may enjoy the quiet centering of a meditation session offered in Trexler Library on Wednesdays. Students may pause at several places on the map during their years at Muhlenberg, learning about our diverse community along the way.

How can you connect? This question is at the center of religious life at Muhlenberg. We connect with the College’s Lutheran intellectual tradition every time we say the name “Muhlenberg” and gather in the Chapel for Opening Convocation and Honors Convocation. We help students connect with their respective religious or spiritual communities on campus. We connect students with the resources that will help them thrive, whether it be space to pray, beloved liturgy from their traditions or a place to ask life’s big questions.

How can you connect? This is a question that follows Muhlenberg alumni well past commencement. Young adults emerging from college are searching for authentic connections with others in their new communities. We trust that the opportunities to engage deeply with their own religious and spiritual beliefs at Muhlenberg, as well as their network of friends from diverse religious traditions, will serve them well beyond the red doors.

The Rev. Callista Isabelle is the College chaplain.
When one talks about transition, very few industries have been in transition more than the media. When television was invented, people predicted the death of radio. The radio industry re-invented itself and continues to thrive today. Newspapers are shrinking and desperately trying to reinvent themselves. Aided by this decline, electronic media, blogs, news websites and various new media opportunities have arisen, many now counterparts to newspapers themselves.

The College must have a footprint in many different media to reach its target audiences – prospective students, parents, alumni, faculty, staff and potential donors. In the past year, the College continued to gain attention in national news and major digital outlets across the country.

The topics of Muhlenberg feature stories this past year were diverse: from birds, fundraising, depression and earthquakes to leadership transitions, theatre and municipal elections.

In terms of national coverage, Acopian Professor of Ornithology and Conservation Biology Dan Klem, Ph.D., continues to receive international attention for his work on bird fatalities and glass structures. MuleMentum, the College’s tremendously successful Day of Giving campaign, was featured in The Chronicle of Philanthropy and CASE Currents. The NCAA News also featured two Mules in a story about helping others with depression.

Following the earthquake in Nepal in April 2015, there was significant regional and local coverage of the four Muhlenberg students who got home safely. President Helm had opinion pieces in The Philadelphia Inquirer and was a regular contributor to The Morning Call editorial pages. His farewell and the welcoming of President Williams both received positive local and national attention.

Locally, the main stage production of Street Scene produced one of the largest feature stories in the past 20 years in many local media outlets. Anthropologist Ben Carter’s archeological digs were featured in The Express-Times and The Morning Call. As always, political scientist and Professor Chris Borick, Ph.D., was omnipresent in the local and national media, leading up to the municipal elections and thereafter. He finished the calendar year 2014 with exactly 365 citations....

Once again, Muhlenberg led the way in The Morning Call, racking up the most local coverage of the 10 Lehigh Valley colleges and universities. The College has won 13 of the past 23 unofficial tracking polls.

Even alumni got into the media act as Alyssa Scaglione ’10 was featured on ESPN Sports Nation. The Broken Umbrella Theatre Company and The Fishbowl Collective are constantly praised for their artistic work in their communities. Jacy Good ’08 appeared on CNN and continues to gain national attention for her work with young people and the dangers of distracted driving.

In terms of social media, students, parents, alumni, faculty and staff engagement was up significantly. The posts of President Randy Helm’s retirement and the hiring of President John Williams were tremendously well-read as were the College’s “How the Liberal Arts Changed My Life” contest and the always popular online “Year in Review” slide show.

While quantity of placements is nice, the fact that many of these stories reinforced the College’s strategic messages of “passionate teaching, active learning, a caring environment and powerful outcomes” is even more important.

Michael S. Bruckner is vice president of public relations.
With the close of Fund Year 2014-2015, the Muhlenberg community bids a fond farewell and happy retirement to President Peyton R. Helm and welcomes the College’s 12th president, John I. Williams, Jr. The transition that comes with new leadership is always an exciting time for an institution. It is a time to reflect on past accomplishments (of which there were many) and future opportunities (of which there are even more).

The poet, Nikki Giovanni, encourages us by stating, “Embrace the change, no matter what it is; once you do, you can learn about the new world you’re in and take advantage of it.” This sentiment is at the heart of a liberal arts education. Muhlenberg College students embrace change, see possibility and take advantage of it.

Amid this transition, there is at least one constant: the philanthropic support of alumni, parents, students, faculty, staff and friends to Muhlenberg College. Gifts to Muhlenberg are critical to support the ambitious agenda of the College’s new leadership and help maintain the dynamic Muhlenberg experience for students now and in the years to come. Alumni participation directly impacts the College’s rankings and significantly improves access to funding.

Our vision to inspire philanthropy during Fund Year 2014-2015 set new records. We introduced innovative initiatives and improved existing traditions as the College begins to write its next chapter. This steadfast support is a credit to the donors and volunteers who believe a Muhlenberg education literally has the ability to change lives. I cannot thank you enough for giving back to Muhlenberg in so many ways.

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

Each year, awards to alumni for highest achievement are presented during Homecoming and Reunion Weekend. Left to right: Eck, Donofrio Chiaravalloti, Jones, Weitz, Jordan, Schlossberg

2014 Alumni Achievement Award Winners

Dr. Frederick Eck, Jr. ’64
Mrs. Judy Decking Jones ’64
Dr. Howard Weitz ’74
Dr. Amy Jordan ‘83
Dr. Nancy Donofrio Chiaravalloti ’94
Rep. Michael Schlossberg ’05

Lifetime Achievement
Alumni Achievement in Science
Alumni Achievement in Communications
Alumni Achievement in Science
Young Alumnus Recognition

Volunteer Recognition Award Winners

Andrew Kent ’01
MuhlNet Volunteer Award
Charles Clifford Allen III ’69
The General Pete Award
Jay Finkelstein ’06
Young Alumni Volunteer Award
Susan Ettelman Eisenhauer ’77 and Steve Eisenhauer ’77
The Volunteer Leadership Service Award
Fundraising

Muhlenberg Match: $6,750,878
Alumni, parents and friends of Muhlenberg provide vital support needed to fund the scholarships that advance our mission as part of the Muhlenberg Match program. More than $6.7 million in gifts and commitments has been made to endow scholarships and other educational enrichment funds, utilizing more than $5.2 million of the $11 million available in matching funds.

Henry Melchior Muhlenberg Society: $6 million
Leadership is the hallmark of the Henry Melchior Muhlenberg Society (HMMSS). This elite group of 582 donors contributed more than $6 million to the College, with $1,545,911 designated to The Muhlenberg Fund.

The Muhlenberg Fund: $2,129,024
Thanks in part to the successful "I Believe in 'Berg" campaign, gifts from alumni, parents and friends to The Muhlenberg Fund reached $2,129,024. The Muhlenberg Fund is the lifeblood of the College and supports all departments and programs on campus.

Parents Council: $1,195,000
Parents of Muhlenberg students recognize the valuable education their sons and daughters have received. We are honored to have had 1,929 parent donors contribute over $1 million to the College.

Helm Study Abroad Fund: $284,009
The Helm Study Abroad Fund was established to honor President Helm’s tenure and celebrate his personal commitment to educational enrichment opportunities. He recognized that the international experience fosters in students an appreciation of the world around them and members of the Muhlenberg community agreed, committing over $284,000 to the fund.

MuleMentum: $210,072
'Berg pride came alive on the College's second annual day of giving on Nov. 12, known as MuleMentum. Thanks to the generous support of the entire Muhlenberg community, we raised over $210,000 from 1,740 donors, surpassing our goal of 1,500 donors with nearly two hours to spare.

Faculty & Staff Campaign: $139,888
The 2014-2015 Faculty and Staff Campaign achieved 68 percent participation, and raised nearly $140,000, a 33 percent increase over the previous year's total dollars.

Mule Madness Challenge: $36,772
Muhlenberg athletes "got into the game" in record numbers during the College’s third Mule Madness participation challenge. More than $36,770 was raised from 841 alumni athletes, student-athletes, parents and Muhlenberg sports fans who made a gift in support of the annual bracket-style competition, which was won by the wrestling team.

New Graduate Fund: $5,912
A record 61 percent of the Class of 2015 got a head start on "paying it forward" by making a gift to the College, earning an additional $10,000 from Chairman of the Board of Trustees Rich Crist '77, P'05 and P'09.

Engagement

The Loyalty Society: 3,281
The College recently created The Loyalty Society to recognize those individuals who have made annual gifts in any amount for five or more consecutive fund years in support of Muhlenberg College. Multiple intervals of loyalty are recognized, from members who are just starting a tradition of annual giving to individuals who have made a gift for 30 years or more. We are pleased to have 3,281 inaugural members and proud to report this number continues to grow.

Reunion & Homecoming: 1,534
Despite dreary weather, Muhlenberg welcomed more than 1,500 'Berg alumni, friends and families to the 2014 Reunion and Homecoming Weekend. With total attendance up 12.8 percent from 2013, this year's reunion was a major success. Proof positive that at Muhlenberg you can come home again!

MuhlNet: 1,335
MuhlNet (www.muhlenbergconnect.com/MuhlNet), the College's alumni/student career initiative, continues to grow with 994 volunteers and 341 alumni and student connections this year alone.

THAW: 550
Alumni in 56 locations around the world raised a glass to Muhlenberg during the second annual Muhlenberg THAW (Toast Heard Around the World) held January 15.

The Presidential Farewell Tour was launched in Wayne, N.J. on October 1 and, after a whirlwind tour across America, concluded in Allentown on May 7. More than 700 alumni, parents and friends joined the festivities to bid a fond farewell to the College's 11th president, Peyton R. (Randy) Helm.
Transitions come in many forms. During such time, positive change is possible due to a consistent management of resources. Addressing future needs with current resources is an investment in the growing mission at Muhlenberg.

One change, and a first for Muhlenberg College, is the recent hiring of a chief information officer who will report directly to the president. After Harry Miller, our long-time director of the Office of Information Technology, announced his retirement, we took a step back to evaluate where this position reported. In looking at peer institutions, the person responsible for campus technology often reports to the president. Having a person with a deep understanding of technology at the table with senior staff will be very beneficial to discussions and planning. We all thank Harry for his years of dedicated service to the College and his guidance to many different departments on campus. He will be deeply missed.

Allan Chen was selected as Muhlenberg’s first chief information officer and started in August. A graduate of Stanford University, Allan comes to us from Menlo College in California, where he also served as a chief information officer. We are excited to have him on the Muhlenberg team.

Muhlenberg’s board of trustees approved in fall 2014 the College’s first comprehensive diversity strategic plan, with six goals and numerous initiatives designed to make the campus a more diverse and inclusive community with the necessary resources to implement the plan. The goals emphasize more recruitment of diverse students and faculty, more teaching and learning about diversity, higher levels of engagement with the diverse communities of Allentown and the Lehigh Valley and measurement of progress in this area.

The endowment fund reached new heights when it surpassed the $250 million mark during the fiscal year. A combination of good markets, leadership from the trustee finance and investment (F&I) committee, transferring investments from short-term to long-term and the generosity of College supporters are all to thank for reaching this new high. As net tuition dollar growth slows, the importance of a growing endowment cannot be overstated. Earnings from the endowment, both restricted and unrestricted, provide much needed support for College operations and financial aid scholarships. This has helped us achieve a balanced budget for the 60th consecutive year.

The F&I committee provides oversight for the College’s third-party, outsourced chief investment officer firm, reviews asset allocation, risk within the portfolio, liquidity levels and overall fund performance. They are a dedicated group who meet multiple times outside of the standard trustee committee meeting schedule.

Work on our beautiful buildings continues each and every year. After a complete renovation of East Hall the past two years, we continued work on East Hall by replacing the slate roof in summer 2015. Some other areas of campus seeing improvement include the Harry C. Trexler Library paver entrance, Financial Aid Office renovation, several walkways and parking lots that were damaged over the winter months, Prosser Hall Annex window replacements and the final phase of upgrading Prosser Hall bathrooms.

Bond rating agencies Moody’s and Standard & Poor’s conduct independent assessments of Muhlenberg’s managerial and financial strength and market periodically. 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 stable outlook.

Transitions do not fundamentally change how we measure performance in the management and business operations of the College. The bottom line is...the bottom line. Every year, for 60 consecutive years, we have balanced our budget; it’s a tradition we plan to continue.

Kent A. Dyer P’07, P’10 is the chief business officer & treasurer.

This rating reflects Standard & Poor’s opinion of the College’s strong financial resource ratios and history of consistently strong operating margins during the past five fiscal years.
National Rankings

One of the Top 200 Best Value Colleges, 2015 Edition: The Princeton Review

One of the Top 353 Green Colleges, 2015 Edition: The Princeton Review

#1 Among small colleges, Muhlenberg’s public health management curriculum: healthcare-administration-degree.net

#1 Among all college polling services, Muhlenberg’s Institute of Public Opinion: Nate Silver’s FiveThirtyEight

#1 Highest GPA of all Theta Nu Xi chapters in the nation

97% The value of Muhlenberg’s liberal arts curriculum: smarttalking.com

#5 Five-star rating for Muhlenberg’s chapter of non-profit: Active Minds, Inc.

#6 Best Theatre Program: The Princeton Review

#19 Best college food: Cappex, the online college search tool

#30 Best baccalaureate institution for number of students who study abroad: The Institute of International Education

#30 Best accounting bachelor’s degree programs: www.accounting.com

#56 Best National Liberal Arts Colleges: Forbes

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

The Wescoe School

Voted a 2015 U.S. Military Friendly School by www.gijobs.com

Winner of a national Telly for television commercial
## Statement of Activities & Changes

### As of June 30,

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change in Unrestricted Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and fees</td>
<td>$98,673,103</td>
<td>$96,345,422</td>
</tr>
<tr>
<td>Less: College-funded scholarships</td>
<td>(35,881,139)</td>
<td>(33,234,419)</td>
</tr>
<tr>
<td>Net tuition and fees</td>
<td>62,791,964</td>
<td>63,111,003</td>
</tr>
<tr>
<td>Private gifts, bequests and grants</td>
<td>2,992,940</td>
<td>2,261,961</td>
</tr>
<tr>
<td>Endowment and investment income</td>
<td>5,158,862</td>
<td>4,657,996</td>
</tr>
<tr>
<td>Endowment gains (losses) and gains from spending policy</td>
<td>(3,572,951)</td>
<td>13,328,002</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>21,658,205</td>
<td>21,392,170</td>
</tr>
<tr>
<td>Other sources and swap market value adjustment</td>
<td>1,650,472</td>
<td>5,074,800</td>
</tr>
<tr>
<td><strong>Net tuition and fees</strong></td>
<td><strong>62,791,964</strong></td>
<td><strong>63,111,003</strong></td>
</tr>
<tr>
<td><strong>Private gifts, bequests and grants</strong></td>
<td><strong>2,992,940</strong></td>
<td><strong>2,261,961</strong></td>
</tr>
<tr>
<td><strong>Endowment and investment income</strong></td>
<td><strong>5,158,862</strong></td>
<td><strong>4,657,996</strong></td>
</tr>
<tr>
<td><strong>Endowment gains (losses) and gains from spending policy</strong></td>
<td><strong>(3,572,951)</strong></td>
<td><strong>13,328,002</strong></td>
</tr>
<tr>
<td><strong>Auxiliary enterprises</strong></td>
<td><strong>21,658,205</strong></td>
<td><strong>21,392,170</strong></td>
</tr>
<tr>
<td><strong>Other sources and swap market value adjustment</strong></td>
<td><strong>1,650,472</strong></td>
<td><strong>5,074,800</strong></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>96,832,370</strong></td>
<td><strong>113,781,888</strong></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction and research</td>
<td>41,211,301</td>
<td>40,108,051</td>
</tr>
<tr>
<td>The Wescoe School</td>
<td>2,026,753</td>
<td>2,102,294</td>
</tr>
<tr>
<td>Library</td>
<td>3,109,188</td>
<td>3,077,089</td>
</tr>
<tr>
<td>Student services</td>
<td>9,992,733</td>
<td>9,867,948</td>
</tr>
<tr>
<td>General administration</td>
<td>7,285,954</td>
<td>6,385,000</td>
</tr>
<tr>
<td>General institution and other expenses</td>
<td>9,951,547</td>
<td>9,512,856</td>
</tr>
<tr>
<td>Depreciation</td>
<td>8,125,465</td>
<td>7,812,771</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>12,338,665</td>
<td>11,750,176</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>94,001,606</strong></td>
<td><strong>90,616,185</strong></td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Unrestricted Net Assets</strong></td>
<td><strong>2,830,764</strong></td>
<td><strong>23,165,703</strong></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>1,923,277</td>
<td>2,489,458</td>
</tr>
<tr>
<td>Endowment income</td>
<td>2,064,790</td>
<td>2,013,471</td>
</tr>
<tr>
<td>Endowment gains (losses)</td>
<td>267,721</td>
<td>9,395,327</td>
</tr>
<tr>
<td>Other sources</td>
<td>147,396</td>
<td>305,152</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>(6,151,723)</td>
<td>(3,953,645)</td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Temporarily Restricted Net Assets</strong></td>
<td><strong>(1,748,539)</strong></td>
<td><strong>10,249,763</strong></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>2,373,487</td>
<td>3,343,407</td>
</tr>
<tr>
<td>Endowment income</td>
<td>166,379</td>
<td>108,240</td>
</tr>
<tr>
<td>Net change in beneficial interest in perpetual trusts</td>
<td>(166,092)</td>
<td>584,133</td>
</tr>
<tr>
<td>Depreciation</td>
<td>(1,155)</td>
<td>(2,311)</td>
</tr>
<tr>
<td><strong>Increase in Permanently Restricted Net Assets</strong></td>
<td><strong>2,372,419</strong></td>
<td><strong>4,033,469</strong></td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Net Assets</strong></td>
<td><strong>3,454,644</strong></td>
<td><strong>37,448,935</strong></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of year</td>
<td>388,000,124</td>
<td>350,551,189</td>
</tr>
<tr>
<td>End of year</td>
<td><strong>391,454,768</strong></td>
<td><strong>388,000,124</strong></td>
</tr>
</tbody>
</table>
## Balance Sheet

### As of June 30, 2015 2014

<table>
<thead>
<tr>
<th>Assets</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$15,943,872</td>
<td>$3,953,892</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>11,915,272</td>
<td>17,461,176</td>
</tr>
<tr>
<td>Contributions receivable – current</td>
<td>864,015</td>
<td>821,586</td>
</tr>
<tr>
<td>Accounts receivable and other current assets</td>
<td>2,728,432</td>
<td>3,975,690</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>268,439,157</td>
<td>269,218,725</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>4,484,656</td>
<td>4,648,508</td>
</tr>
<tr>
<td>Land, buildings and equipment – net</td>
<td>175,259,218</td>
<td>175,017,770</td>
</tr>
<tr>
<td>Beneficial interest in perpetual trusts</td>
<td>9,299,702</td>
<td>9,465,794</td>
</tr>
<tr>
<td>Funds held by trustee and other assets</td>
<td>4,353,711</td>
<td>4,762,488</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>493,288,035</strong></td>
<td><strong>489,325,629</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>9,278,036</td>
<td>9,530,624</td>
</tr>
<tr>
<td>Deferred income and student credit balances</td>
<td>5,038,415</td>
<td>4,975,945</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>68,035,000</td>
<td>69,590,000</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>18,881,816</td>
<td>17,228,936</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>101,833,267</strong></td>
<td><strong>101,325,505</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>264,165,049</td>
<td>261,334,285</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>52,142,049</td>
<td>53,890,588</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>75,147,670</td>
<td>72,775,251</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>391,454,768</strong></td>
<td><strong>388,000,124</strong></td>
</tr>
</tbody>
</table>

| Total Liabilities and Net Assets | 2015 $493,288,035 | 2014 $489,325,629 |

## Endowment Growth

- **2005**: $99,314,851
- **2015**: $247,162,824
John I. Williams, Jr. | 12th President

John I. Williams, Jr. joined Bain & Company in 1978, the strategy consulting firm, at its Boston headquarters. He was the first person of color ever hired by the firm. At Bain, he consulted for several Fortune 100 clients and led a number of case teams for clients across a variety of industries. Five years later, he left Bain to co-launch Softbridge Microsystems, the first of several successful entrepreneurial ventures that he helped grow. Williams was eventually recruited to join American Express in New York, where he rose through a number of senior executive positions, including senior vice president of strategic planning, the head of the U.S. Platinum Card business and the head of the U.S. Consumer Travel Network.

Hearing the call of the then-nascent Internet, Williams left American Express in 1996 to become CEO of Biztravel.com. He developed this early “dot-com” startup into a Webby Award–winning site serving more than 600,000 frequent business travelers by making two acquisitions and raising a substantial amount of venture capital funding before selling the business to then Philadelphia–based Rosenbluth Travel.

Since 2000, Williams has led a number of entrepreneurial ventures and has engaged in strategy consulting in the non-profit and higher education sectors. He led the consulting unit of Eduventures and served as a partner in the higher education practice at The Bridgespan Group. During this period, Williams worked with a number of colleges, universities and other educational institutions to help guide their strategy development in the face of a changing environment. He has also served for the past four years as an Expert-in-Residence at Harvard’s Innovation Lab – mentoring students from all across the university. Finally, Williams and his wife, Diane Pierce-Williams, have served on the Parents’ Council of Washington University in St. Louis (where their youngest daughter is currently a senior) for four years.

Williams has a distinguished record of service to his alma mater. He was first elected by the alumni to the Amherst College board of trustees in 1984. His fellow trustees elected him to a second six–year term before electing him as a life trustee in 1996. He has remained active ever since, serving continuously on and chairing multiple committees and taking leadership roles on several initiatives that have sustained and transformed the College. Williams has also been a strong supporter of campus diversity, in the broadest sense. He is a former board member of Prep for Prep, a nonprofit organization that identifies New York City’s most promising students of color and prepares them to excel at private preparatory schools and then thrive at the best colleges. He is also a former board member of Boston’s Museum of African American History.

Williams has lived in Boston with his wife for many years. The two met as students at Harvard Law School, have been married for 28 years and have three adult children and one grandchild. Diane is a former faculty member at the Loyola University New Orleans’ College of Law and a former trustee of Hampshire College (her alma mater) and Goucher College.