Muhlenberg College aims to develop independent critical thinkers who are intellectually agile, characterized by a zest for reasoned and civil debate, committed to understanding the diversity of the human experience, able to express ideas with clarity and grace, committed to life-long learning, equipped with ethical and civic values and prepared for lives of leadership and service. The College is committed to providing an intellectually rigorous undergraduate education within the context of an inclusive and diverse campus; we strongly believe that diversity is essential to learning and to our success as a pluralistic community. Our curriculum integrates the traditional liberal arts with selected pre-professional studies. Our faculty are passionate about teaching, value close relationships with students and are committed to the pedagogical and intellectual importance of research. All members of our community are committed to educating the whole person through experiences within and beyond the classroom. Honoring its historical heritage from the Lutheran 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.
August: Muhlenberg is named the #1 theatre program in the nation by The Princeton Review's The Best 381 Colleges: 2017 Edition.

September: Bruce Levine is named the new head men's tennis coach.

September: Muhlenberg is ranked #65 among the nation’s liberal arts colleges according to U.S. News & World Report.

September: Muhlenberg welcomes back 1,830 alumni, friends and guests for the 2016 Alumni Weekend.

September: The Center for Ethics announces its 2016-2017 programming with the theme, “War & Peacebuilding.”

September: Hillel welcomes Liron Daniel, its second full-time, year-long Israel Fellow to campus.

October: Muhlenberg hosts Democratic vice presidential candidate Tim Kaine for an election appearance.

October: The College announces an agreement with Boston University School of Public Health for outstanding Muhlenberg students to pursue early graduate school acceptance.

September: The Interfaith Week Community Mural, designed as a paint-by-number by guest artist Stephanie Burke, was created for all participants to paint.
November: The Sustainable Campus Index ranks Muhlenberg fifth in the nation for water conservation and awards the College the silver sustainability index rating.

December: A new partnership with Lehigh University offers qualified Muhlenberg students a continuous path to a graduate degree in business.

November: Muhlenberg renames the Hillel House the Leffell Center for Jewish Student Life, recognizing a gift for the center made by Lisa and Michael Leffell ’10, ’13.

January: Melissa Mayol ’17 earns the “Best Student Poster Award” at the 2017 Conference of the Society for Integrative and Comparative Biology in New Orleans.

February: The women’s basketball team sets a historical benchmark by winning the team’s third straight and 10th overall Centennial Conference championship.

February: An agreement between the College and the Allentown Art Museum strengthens the longstanding relationship between the organizations and reflects a mutual commitment to the visual arts.

March: Muhlenberg welcomes C.F. Martin IV of Martin Guitar as 2016-2017 Executive-in-Residence.

April: Kevin Hopkins is named the new men’s basketball coach.

May: 544 seniors graduate at the 169th Commencement. Anchor and managing editor of PBS NewsHour Judy Woodruff speaks at the ceremony, challenging graduates to “be good citizens.”

June: Muhlenberg announces a new transatlantic study program with the Royal Conservatoire of Scotland to enable high-performing students to experience Scotland’s prestigious performing arts education.

June: The Andrew W. Mellon Foundation awards Muhlenberg a $600,000 three-year grant to advance the liberal arts, interdisciplinary learning and faculty-student collaborative scholarship.
A Message from the President

A reputation for driving excellence
I am pleased to share this annual report with you as it presents a summary not only of our sound financial condition, but also a number of other markers of progress during the past year.

The past year was marked by a number of accomplishments. Hundreds of members of the community engaged in planning that culminated in the College's newest Strategic Plan, Muhlenberg Opens Doors. This plan will guide the College as we make choices designed to strengthen our value and distinction by developing greater academic excellence, enhancing the vibrancy of the student experience, increasing our diverse and inclusive community and investing in more powerful outcomes we help our students achieve. Moreover, in conjunction with this plan, we have developed a communications strategy that will advance Muhlenberg College as an institution whose mission of intellectual pursuit is positioned within a caring community of scholars and professionals.

Our faculty adopted a bold new curricular initiative in integrative learning and approved a new certificate program in data analytics to be offered by the Wescoe School. Muhlenberg faculty are not only outstanding teachers, they are also distinguished scholars in their respective fields, publishing books and articles as well as presenting at national and international conferences. In a highly competitive process, the College was awarded a $600,000 grant by the Andrew W. Mellon Foundation to support collaborative scholarship, community engagement and interdisciplinary learning.

We announced new academic partnerships this year with American University, Boston University, Lehigh University, Penn State (Hershey) and, most recently, the Royal Conservatoire of Scotland. These partnerships will supplement existing pathways for our students to move forward in a number of professional directions, including management, public health, music, theatre and dance. We also became the only college in the U.S. to partner with Harvard Law School to offer a course in copyright law to our students on our campus. In our commitment to help students achieve powerful outcomes, we are working on additional partnerships.

We also launched TheMuhlenbergNetwork.com and have increased membership at a rate exceeding our expectations. We ended this academic year with over 1,680 registered members, surpassing our first-year goal of 1,000 members. This new digital platform for our global network enables alumni and parents located throughout the world to connect with one another, as well as with students, faculty and staff. In particular, it enables our students to benefit from the eagerness of alumni and parents to offer internships, job shadowing and mentoring.

We saw the retirements of two long-tenured members of senior staff, the appointment of a new provost and the announcement of a new vice president for enrollment management. We wish Mike Bruckner, vice president of external affairs and community relations, and Chris Hooker-Haring, vice president for enrollment management (VPEM), the best in their retirements and thank them for their decades of service to the College. We are excited to welcome Robert Springall as our new VPEM and look forward to the wisdom and experience he brings to our admissions, financial aid and retention efforts. We are thrilled that, following a year as our interim provost, Kathy Harring, professor of psychology and formerly vice president and dean of institutional effectiveness and planning, has become the College’s third provost.

As we work together to continue to move Muhlenberg forward, we are deeply grateful to all of our current and former trustees, our alumni and parents, our faculty, our staff and, particularly, to the donors listed in these pages, without whose support we would not be in as strong a position as we are today.

John I. Williams, Jr.
President
The 2016–2017 President’s Staff, left to right: Allan Chen, chief information officer; Rebekkah Brown ’99, vice president, advancement; Chris Hooker-Haring ’72, P’08, P’10, vice president for enrollment management; Ken Butler, executive assistant to the President and the Board of Trustees; Michael Bruckner, vice president for external affairs and community relations; John I. Williams, Jr., President; The Rev. Callista Isabelle, College chaplain; Kathleen Harring, provost; Kent Dyer P’07, P’10, chief business officer and treasurer; Allison Gulati, vice president for student affairs. Location: In front of Victor’s Lament, 1969–1970, a steel I-beam sculpture created by Mark di Suvero (American, b. 1933).
Leading the Way

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Henry Melchior Muhlenberg
The division of student affairs at Muhlenberg permeates virtually every aspect of each student’s life. On average students spend approximately 96 hours a week outside of class socializing with friends, participating in clubs and organizations, competing on our athletic fields, performing on the stage, dining on campus and making our residence halls their homes. The role of student affairs is to intentionally shape the co-curricular and living experience. We aim to provide students with ample opportunity to develop essential life skills, including the ability to: build relationships with others; understand difference and work to build inclusive communities; problem solve to create positive change locally and globally; and critically examine information and situations to work toward solutions.

Our residential communities, clubs and organizations, athletic teams, multicultural experiences and community engagement opportunities are all designed to facilitate this type of growth and skill development. Students have the opportunity to take content they are learning in the classroom and apply it in integrated ways on campus and within the greater Allentown community. Through hundreds of volunteer hours spent with local agencies and schools, planning and executing large-scale programs and initiatives both on and off campus, students practice the liberal arts and learn to lead others in transformative ways.

In addition to contributing to the learning goals of the College, the division of student affairs is responsible for the individual health, wellness and overall safety of our students. To this end, this year we spent time internally and externally reviewing our practices related to campus safety and counseling services. These recommendations will guide our collective next steps and allow us to continue to meet the complex challenges facing higher education and this current generation of college students. Also, with the support of the Student Government Association, we have launched a new initiative to provide enhanced prevention education opportunities for students regarding alcohol and other drugs, mental health, sexual harassment and gender violence. Finally, we announced a major effort to integrate our health and counseling services. This shift will allow us to continue to provide excellent care and support to students with a holistic and comprehensive approach to student well-being.

With all of these efforts, we are making health, well-being, inclusion and student learning key priorities of the student life experience. Our talented staff members are collaborating with faculty in new ways to bolster our efforts to meet the needs of Muhlenberg students in innovative ways. From the first time students set foot on Muhlenberg’s beautiful campus to their last days leading up to graduation, the division of student affairs is their steadfast partner.

Allison Gulati
Vice president for student affairs and dean of students
At Muhlenberg, faculty and students practice the liberal arts through a curriculum that provides opportunities to explore, discover and integrate knowledge and skills and through scholarship that addresses issues challenging our local and global society.

**Integrative Learning and High-Impact Practices**

Our curriculum helps Muhlenberg students develop the skill to view and solve problems from multiple perspectives, and this year Muhlenberg faculty revised a key signature element of our new general education program to more effectively support the development of integrative learning. The Association of American Colleges and Universities (AAC&U) identified the ability to make connections that combine different perspectives and methods to identify and solve complex societal issues as a signature characteristic of a 21st century liberal education—and one that employers see as lacking in many college graduates. A new Integrated Learning requirement replaced a two-course interdisciplinary cluster requirement; the new model gives students multiple pathways to develop and practice this higher-order skill. Muhlenberg faculty recognize that effective integrated learning empowers students to recognize and solve problems, address existing questions and ask new ones in more comprehensive ways. To support the implementation of the new requirement, a faculty team participated in the AAC&U Integrative Learning Institute, where they developed a plan to implement the new requirement with this year’s first year class.

Interest in digital learning continues to grow among faculty and students at Muhlenberg. With support from the Digital Learning Team, our faculty have developed a total of 22 different online or blended courses. This past summer, students enrolled in online courses in astronomy, biology, chemistry, English, media & communication, religion studies, psychology and sociology. Faculty are also exploring the integration of open educational resources into their courses as well as the use of other pedagogies that help our students develop sophisticated digital literacy skills.

Nearly 80 first-year students enrolled in four sections of the noncredit mentor network course, Developing Your Professional Identity and Network. As part of the pilot course, students learned about the value of a mentor network, connected with alumni who provided advice on career pathways and developed an e-portfolio to showcase their academic and co-curricular work.

**Engaged Scholarship**

Muhlenberg faculty are established scholars in their respective fields, publishing books and articles as well as presenting at national and international conferences. This year we recognized the recent book publications of eight of our faculty with receptions hosted by the Trexler Library. We are proud of the professional accomplishments of these distinguished scholars, and we encourage you to read more about their work in this report’s “Kudos” section.

The number of summer research and course development grants awarded to Muhlenberg faculty continues to grow. Many of our faculty scholars collaborate with students on this work. This year, we awarded 25 summer research grants, nine course development grants and four awards to support the implementation of innovative pedagogy.

**Student Research**

Muhlenberg students are prolific scholars. Undergraduate research experience is a high-impact educational practice and a key element of excellence in liberal education. These opportunities show value-added benefits for high-order learning, personal development and post-graduate outcomes. This summer we had more than 60 students working on campus or at off-site locations on scholarly work and projects. We continue to increase support for student research opportunities through our Dean’s Summer Research Awards, Provost Faculty–Student Collaborative Grants and Donor Research Fellowships. High-impact practices and experiential learning are clearly hallmarks of a Muhlenberg education for all of our students.
Music

The music department enjoyed a rich and exciting year of art in sound with nearly 80 concerts and recitals presented by students, faculty and guest artists. The seasonal Candlelight concerts in the fall were sold out as usual, balanced in the spring by the three eclectic concerts of the Contemporary Music Festival in March. Other department highlights included:

- A Celebration of French Music and Poetry: a three-day festival presented by faculty members Patricia Budlong and Barbara Golden with collaborations by music and French students, along with guest students from area high schools.
- Vocal and instrumental concerts presented by each of the department’s 12 large and small ensembles.
- Guest performances and master classes by artists of the internationally acclaimed Curtis Institute, Hindustani music virtuoso Ken Zuckerman, jazz legend David Liebman and fusion ensemble Hyercube.
- Opera Scenes with a cast of more than two dozen students, directed by Brian Chu and Vincent Trovato, featuring excerpts from Alcina, Don Giovanni and Candide.
- Andrew Ardizzoia and Christopher Jackson joining the full-time music faculty.
- Music department chair Paul Murphy, associate professor of music, receiving a grant from the Amaranth Foundation to host a two-day residency on October 14–15, 2016 by Curtis on Tour, the Nina von Maltzahn Global Touring Imitative of the Curtis Institute of Music. This included a performance of Hugo Wolf’s Italienisches Liederbuch (Italian Songbook) and a public master class with Muhlenberg voice students.

Art

The art department offers diverse opportunities for students to showcase their work and connect to the work of other artists through the Martin Art Gallery on campus, local galleries and the LVAIC partnership with area colleges, in addition to immersive experiences through study abroad semesters and courses. The department celebrated the end of the 2016–2017 academic year with an opening for the Senior Thesis Exhibition at the Gallery Petite in Brooklyn, which was attended by students, faculty and local alumni.

Dance

Muhlenberg’s dance program had another highly successful season, highlighted by a diverse, riveting Master Choreographers concert in February:

- Former Paul Taylor dancer Orion Duckstein conducted a residency in January, culminating in a stunning restaging of his Vivaldi-inspired piece “When We Fly.” Award-winning Brazilian choreographer Cristina Perera set her modern ballet “Radical Severance” on Muhlenberg dancers. Former Joffrey Ballet principal and the first dancer to grace the cover of Time Magazine, Trinette Singleton, created a lovely and demanding traditional-style ballet in “Without Words.”
- Four Muhlenberg faculty members contributed premiere dance pieces to Master Choreographers: Heidi Cruz-Austin, Randall Anthony Smith, Shelley Oliver and Jeffrey Peterson.
- The dance program also made substantial contributions to the season's mainstage theatre productions. Hip-hop instructor Samuel Antonio Reyes created choreography for both The Pirates of Penzance and Wig Out!, and Program Chair Karen Dearborn contributed choreography to The Cherry Orchard. Senior dance major Marissa Finkelstein created a memorable Dance of the Seven Veils for Salome as part of the New Visions Directors’ Festival.
- In addition, 54 student choreographers created original dance works featuring more than 200 dancers in five student-choreographed concerts. Muhlenberg’s fourth circus production, Welkin, showcased the talents of student dancers and choreographers, as well as acrobats, jugglers, magicians and clowns.
#1 Theatre Program in the U.S.

Stories are the stock-in-trade of Muhlenberg’s theatre & dance department. We look to find untold and under-told stories—stories of the marginalized and disenfranchised—and we make space for those stories, amplifying the voices of artists we need to hear, artists who broaden our vision and deepen our understanding of humanity.

A highlight of this diverse, ambitious season was *Wig Out!*, Tarell Alvin McCraney’s celebration of drag ball culture in uptown New York, directed by associate professor Troy Dwyer. Just the third production of the show anywhere in the world, *Wig Out!* was extraordinarily well received, sold out and widely acclaimed among both the Muhlenberg and Lehigh Valley communities and featured more than two dozen students of color.

“*Wig Out!* was, for me and many of my other cast and crew mates, an opportunity for us to grow and heal as a community of artists with marginal identities,” says Evan Brooks ’18. “For me, the greatest honor I could have as a black, queer artist is to work beside folks who understand the importance of fighting for equity through art.”

Makeup artist Joe Dulude II brought his experience as a Broadway makeup designer (*Wicked*, among many others) to the project as this year’s Baker Artist-in-Residence, underwritten by the Dexter F. and Dorothy H. Baker Foundation.

Elsewhere in the season:

- Professor James Peck directed *Listen to Me* (seen above), Gertrude Stein’s influential but seldom-produced play exploring themes of environmental crisis and meaning-making.
- Assistant professor Matthew Moore directed a thoughtful and poignant production of Anton Chekhov’s *The Cherry Orchard*, featuring associate professor Holly Cate in a faculty spotlight performance.
- Professor Charles Richter directed Gilbert & Sullivan’s *Pirates of Penzance* in a sold-out and celebrated production, part of the department’s efforts to preserve the classics of musical theatre history and make them accessible to modern artists and audiences.
- Two collections of student-directed avant-garde short plays served to amplify the voices of the next generation of theatre artists. The evenings of rarely produced plays included a world premiere, *The Imaginary Audience.*
The departments of English, history, language, literatures & cultures, philosophy and religion studies offered students a variety of educational opportunities, from faculty/student collaboration, integrative learning experiences and the study of special topics, often through internships. Here are some highlights from two departments.

**English**

**Integrated Learning**

Professors Francesca Coppa and Barri Gold offered a new integrative course this spring—Science on Stage—which investigated the theatrical fascination with science.

Professor Barri Gold’s Novel Ecologies, clustered with Erika Iyengar’s biology course, Planetary Alterations, explored how fiction functions as a means to explore our troubled relationship with the natural world.

Professor Jim Bloom encouraged students to tie their learning in literary modernism to any of a wide range of interests they may have beyond the discipline of English by asking each one to incorporate into the course a twentieth-century painter, composer, moviemaker, songwriter, sculptor, comic-strip artist, choreographer or other artists whose work informs and enriches his/her understanding of modern literature.

**Student/Faculty Collaboration**

Professor David Rosenwasser directed the successful Honor’s Thesis of Kate O’Donoghue ’17 on contemporary Irish author Anne Enright.

Professor Alec Marsh mentored Ashley Malafronte ’17 in her thesis on the Celtic Revival.

Professor Francesca Coppa has begun her mentorship of Katelyn Winter ’18, who will be writing an honors thesis next year on True Crime.

**Service Learning**

Associate professor Linda Miller’s course, Writing in the Prisons, enabled students to assist in teaching creative writing to inmates at the Lehigh County Corrections Center, who then shared their work with the Muhlenberg community in a reading on campus.

**Languages, Literatures & Cultures**

**Integrated Learning**

Professor Franz Birgel taught his annual cluster course on Freud’s Vienna with new partner music’s assistant Kassandra Hartford, who taught Music of Vienna.

Assistant professor Ioanna Chatzidimitriou taught a cluster course on the Algerian War, with history professor Danielle Sanchez.

Visiting lecturer Gilles Colin taught a cluster on ethics and the pharmaceutical industry with assistant chemistry professor Sherri Young, which included visits by professionals in the field and also a class trip to the GlaxoSmithKline lab.

**Student/Faculty Collaboration**

Assistant professor Daniel Leisawitz worked with research assistants on his innovative digital humanities research project, The Orlando Furioso Atlas, a web-based digital mapping exploration of Ludovico Ariosto’s Renaissance epic romance, the Orlando Furioso.

**Innovative Pedagogy**

In his new class Books Without Borders, associate professor Eduardo Olid focused on travel writing. The students worked on digital humanities projects in which they created a travel map using StoryMap JS.

Daniel Leisawitz’s final project for his Italian Cities in Italian Cinema class was for students to make short films modeled on the ideas, styles and techniques of the filmmakers studied. Students worked in groups to write treatments and screenplays and then shot, edited and presented their films at semester’s end.

**Beyond the Boundaries**

During the fall semester 2016, Muhlenberg offered its first study abroad program at IAU College in Aix-en-Provence, France. Seven students attended, most French majors and minors, with six of the seven students interning at French companies during the semester.

**Service Learning**

Working with lecturer Mirna Trauger, students wrote bilingual illustrated stories that they then donated to local community organizations, with the help of the office of community engagement. A few students read their stories via video conference to children at Milton Hershey School.

**Center for Ethics: War & Peacebuilding**

Through thematic lectures and events, the Center for Ethics serves the teaching and study of the liberal arts by providing opportunities for intensive conversation and thinking about the ethical dimensions of contemporary philosophical, political, economic, social, cultural and scientific issues. The Center is directed by Chris Sistare, professor of philosophy. Brian Mello, associate professor of political science, was program director for the 2016–2017 year, along with Roland Kushner, associate professor of business, and Jack Gambino, professor of political science.

The theme for the year, War & Peacebuilding, explored the ethics of war and conflict and the resulting impact on debates around public policy and popular culture. The first fall event, a talk by Kelly Denton-Borhaug, associate professor of religion and co-director of peace and justice studies at Moravian College, was based on her book “U.S. War-Culture, Sacrifice and Salvation” on September 6 in Seegers Union’s Great Room.

Subsequent fall events included Andrew Bacevich’s lecture and book signing, “America’s War for the Greater Middle East” and, at semester’s end, a Campus Reads program on Pat Barker’s novel, “Regeneration.”

During the spring 2017 semester, there was a presentation on video games and war; a film series; talks by Mark Harris based on his book “Five Came Back”, feminist philosopher Chris Cuomo; philosopher and just war theorist Brian Orend. An LVAIC (Lehigh Valley Association of Independent Colleges) conference “From War to Peace: Drawing on the Power of the Arts to Build a Just Society in the Lehigh Valley,” featured a presentation from Theatre of War, a New York City theater group that performs dramatic readings of Sophocles as a means to foster conversation about warfare today.
Thinking Through Moral Dilemmas

What is human well-being? Can quality of life be measured? What are the core elements of virtues like compassion, gratitude and altruism? In the philosophy course, Conduct and Character, students examine the complexities of human moral experience, of moral decision making and assessments of praise and blame. As an introduction to philosophical ethics, Conduct and Character explores three main areas: standards of ethical conduct, principles of fairness and assorted topics in moral psychology. In a discussion-based format, students in Daniel Doviak’s class grapple with moral dilemmas as they apply ethical criteria to practical decisions. Students also complete an interdisciplinary virtue analysis assignment by first choosing a moral virtue (e.g., empathy, fairness, courage, etc.) and then conducting research that uncovers different ways in which both philosophers and empirical scientists have understood and measured the virtue’s main behavioral, emotional, cognitive and motivational elements. The goal of this project is two-fold: to improve students’ ability to think more clearly and analytically about essential ethical values, and to increase our understanding of particular moral virtues so that we might better develop and sustain them in ourselves and others.

Doviak was inspired to create this assignment from discussion with campus colleague, Pearl Rosenberg, associate professor of education, who has for many years used a “[re]searching a word” project in which students engage in semester-long investigations of singular concepts like art, nature and soul in order to process and make meaning out of larger course themes.
Natural Sciences & Mathematics

The natural sciences division is a historic core academic unit of the College that supports a great number of student scientists, soon-to-be health care professionals and others who will become teachers, environmentalists and lifelong naturalists. The College’s commitment to the sciences has expanded with a dedicated team of educators whose outreach for external research grants has been richly rewarded in the past year:

- Will Gryc, associate professor of mathematics, and Byungchul Cha, associate professor of mathematics, received a Center for Undergraduate Research in Mathematics grant to support two research groups, one for students interested in analysis and probability and one for those interested in algebra and number theory.
- Erika Iyengar, professor of biology, received a grant from the Pennsylvania Department of Conservation and Natural Resources to provide research opportunities to urban high school students.
- Bruce Wightman, professor of biology, received a National Institutes of Health Academic Research Enhancement Award for his research in Transcription Regulation of Cell Differentiation in C. elegans by Tailless, to better understand the molecular pathways that allow cells to communicate with one another to create tissues and organs during animal development.
- Paul Meier, associate professor of biology, Erika Iyengar, associate professor of biology and Mary Byrne, lecturer in biology, received a grant from the National Science Foundation for a five-year program titled, “Scholars in Math and Science: A Program to Improve Recruitment and Retention of Students in the Natural Sciences.”

Research on Carbon Fiber and Wood Violins

Julia Kotler ’18, Ann Bodnyk ’69 and associate professor of physics Jane Flood collaborated on a study of carbon fiber and wood violins. Some violinists report that carbon fiber violins “speak” more easily than wood violins, meaning it is easier and faster to establish a clean sound on the carbon fiber violin. Scientists believe this aspect of playability is related to minimum bow force, the smallest amount of form that results in Helmholtz motion—the string motion associated with a pleasing violin sound. Plant operations shop heads Timothy Korn, Michael Becker, David Pauley and Colin Kunst worked with Bodnyk and Flood to build a bowing machine which would allow them to control the exact amount of bow force applied to the string. Kotler’s research sought to detect whether the bowed string under study is executing Helmholtz motion, using National Instrument’s LabVIEW. The team will continue in fall 2017 as it collects data, analyzes results and prepares its findings for presentation.

Honors for Professor’s Bird-Saving Research

The leading world expert on bird–window collisions, Daniel Klem, Jr., Sarkis Acopian Professor of Ornithology & Conservation Biology, was recognized in December for his research contributions that led to the installation of bird–friendly glass on the Observation Tower at Niagara Falls. Audubon considers the Niagara River Corridor an ‘Important Bird Area,’ and in 2001, an environmental analyst at the New York State Office of Parks was looking for measures that could reduce the instances of bird–window collisions. She came across Klem’s research, which included crucial information about what birds could see and not see. The original design for rebuilding the observation tower at the Falls called for mirrored glass, so their team reached out to Klem. He helped provide design recommendations to prevent bird collisions and advised on specifications for the glass manufacturer. Klem has spent more than four decades inspiring students with a love of learning and research as well as an abiding concern for the health of the earth and all its creatures. His research involves the encounter between birds and humans and the preventable encounters between birds and plate glass windows, which Klem estimates at billions of bird deaths a year.

Research in High Energy Nuclear Physics at Brookhaven National Laboratory

In the summer of 2016, seven Muhlenberg undergraduates (Emma Bownes ’17, John Dusing ’17, Julia Kotler ’18, Emran Lallow ’17, Alan Mendez ’17, Carly Press ’18 and James Silva ’19) accompanied professor Brett Fadem to Brookhaven National Laboratory in Long Island, a premier facility in the United States, to perform scientific research using the Relativistic Heavy Ion Collider, a machine that produces high enough energy collisions to melt the nuclei of atoms and recreate the state of nuclear matter millionths of seconds after the Big Bang. As a result, the team is listed as authors on several papers in top physics journals. When elementary particles called muons are created, their properties can be studied with apparatus at a fraction of the cost, putting such experiments within the reach of a much larger pool of institutions. In the summer of 2017, five Muhlenberg students (Charles Bene ’18, Travis Crawford ’18, Lucas Kasle ’18, Richard Morash ’19 and Kelly Tornetta ’19) helped Fadem with this research, which has been funded by NSF Research at primarily Undergraduate Institutions.
Future Mathematicians in Training

Investigators Eugene Fiorini (standing), Truman Koehler Professor of Mathematics, and Byungchul Cha (left), associate professor of mathematics, completed the second year of a three-year, $323,916 National Science Foundation (NSF) Research Experiences for Undergraduates (REU) grant. The NSF REU funds 10 college applications from a national pool to spend nine weeks on campus in summer solving mathematical problems. Additional support increased the 2016 cohort to 23 participants and the 2017 cohort to 20 participants. This included 10 participants from Muhlenberg College. REU participants concentrated on projects associated with the On-Line Encyclopedia of Integer Sequences® (OEIS®) and its role in stimulating new research. Sequences are important to number theory, combinatorics and discrete mathematics, among many other fields. They enumerate objects in sets and define relationships among items or properties shared between them. Integer sequences have inspired mathematicians for centuries. By gathering sequences—and a wealth of information about them—together in a common database, the OEIS provides the mathematically curious an invaluable resource with which to explore by developing conjectures in areas that include number theory, algorithmic and enumerative combinatorics, combinatorial number theory and many other mathematical fields. Participants working in integrated teams immersed themselves in open-ended mathematics research projects with each team mentored by two LVAIC (Lehigh Valley Association of Independent Colleges) faculty. Over the past two years, participants in the program have had more than 15 new sequences published in the OEIS database, contributed new knowledge to eight additional sequences, published five research articles in professional journals and presented more than 20 talks at regional, national and international conferences.
Students in the social science departments invest in the study of society and the human relationships within it in order to improve our communities on both a local and a global scale. Through service learning opportunities, research collaboration and a focus on the importance of storytelling, this year the departments in the fields of social study endeavored to gain greater understanding of underserved and underrepresented populations.

**Accounting, Business, Economics & Finance**

Highlights during the year for accounting, business, economics and finance majors:

- Mira Mazziotta, assistant professor of accounting, led 15 Muhlenberg students through the certification process in order for them to participate in the Internal Revenue Service’s “Volunteer Income Tax Assistance” program, enabling the students to work with low-income residents in the community.

- A collaboration with the political science department resulted in a cluster course that focused on poverty and discrimination in the United States, Brazil, Russia, India, China and South Africa. Students used ArcGIS to map educational, health, financial and food services in Allentown’s Promise Neighborhood and analyze the spatial inequality in the neighborhood at the service level.

- The Marketing in Not-for-Profit Organizations course participants partnered with Miller Symphony Hall to learn about the challenges facing the non-profit performing music industry, and students taking the Business Policy and Strategy Management Consulting Section carried out management consulting projects with Allentown organizations.

- Ten accounting majors were awarded Big Four internships that resulted in full-time job offers, and 65 percent of accounting majors had accepted full-time job offers from Big Four firms by the end of the academic year.

- Muhlenberg finalized a new partnership with American University, providing opportunities for graduates to pursue a master of science in finance degree.

**Political Science**

A historic presidential election provided learning opportunities for students:

- Hamilton Wilde ’17 and Jonathan Walker ’18 traveled to Cleveland, Ohio, and Philadelphia (respectively) to cover the Republican and Democratic National Conventions in July. The trip, funded by the offices of the president and provost and the political science department, was designed to develop civic ambassadors among the student body. At each of the conventions, the students engaged in The Washington Center’s Election Seminar, which combined one week of pre-Convention classes and guest lectures in the host city and the convention week volunteer experience.

- Nicole Baltzer ’17 conducted research with associate professor of political science Lanethea Mathews-Schultz to analyze sexism in election coverage of Hillary Clinton’s campaign in outlets including The New York Times and The Wall Street Journal. Nicole’s collaboration with Mathews-Schultz was presented at a Lehigh Valley Association of Independent Colleges (LVAIC) conference and became a co-written op-ed in the Philadelphia Inquirer.

**Media & Communication**

The media & communication department offered new opportunities for its students:

- In its first year as an academic program, the new documentary storymaking minor afforded the students the opportunity to attend the Full Frame Documentary Film Festival in Durham, N.C. This minor is a collaborative venture formed by Muhlenberg, Lehigh University and Lafayette College, and sponsored by the LVAIC. Seen here, Muhlenberg students Alexandra Aviles ’17, Emmia Newman ’18, Sherry Rodriguez ’17, Drew Swedberg ’17 and Maggie Zerbe ’17, along with Claudia Rodriguez of Lafayette College and Ashley Omoma of Lehigh University, attended the four-day festival in April. They were accompanied by Jenna Azar, instructional design consultant; Aggie Bazaz, assistant professor of media & communication at Muhlenberg; and Nandini Sikand, assistant professor of film & media studies at Lafayette. One of the nation’s premiere documentary film festivals, Full Frame is attended annually by world-class filmmakers, academics and festival programmers.

- Emmia Newman ’18 was awarded a Broadcast Pioneers of Philadelphia Scholarship to produce a personal documentary film about her mother. The film, with a working title of “The True Ingredients of My Mother’s Indian Cooking,” is an intersectional investigation into post-colonial British-Indian identity, looking specifically at themes of confinement and gender politics.
A Transformational Experience

What started as a class project in a service learning course led to an ongoing partnership with an Allentown nonprofit for psychology major Julie Koenigsberg '17. Julie interned at Community Bike Works as the first research assistant for the Earn a Bike program, a youth development program in which students learn bike mechanics and safety while practicing reading, writing, teamwork and work ethic skills to earn a refurbished bicycle and new helmet at the end of the course. Beginning her internship as a survey analyst, the scope of Julie’s responsibilities expanded quickly as she noticed gaps between what the surveys were measuring and the content of the program itself. Julie made it her mission to align the goals of the survey with the needs of the students involved in the program. Julie said of her experience, “The opportunity to be involved in a community-based project has shown me how important research is in ensuring the success of organizations such as Community Bike Works. I also realized how much Muhlenberg psychology courses have prepared me to apply my research methods and analytical skills to real world situations such as improving an organization that affects so many people.”
A Lifetime of Achievement Starts Here

When Muhlenberg seniors graduated on May 21, 2017, more than 90 percent of them had their future plans in hand. Whether their goals are Wall Street, Broadway, a laboratory, graduate school or other careers, the graduates started in their first year planning for the future. At Muhlenberg, we realize that success can be measured in many ways. We work with students to develop a plan that puts them on the path to their dreams.

Muhlenberg’s Career Center is one of the main reasons that powerful outcomes are at the heart of what Muhlenberg College delivers. The Career Center serves to provide expert guidance, dynamic events and other career opportunities to enhance the student experience from the moment students step on campus. The College launched TheMuhlenbergNetwork.com this year and ramped up membership with over 1,700 registered members, far exceeding the goal of 1,000 members this first year. This new digital platform for our global network enables alumni and parents, located throughout the world, to connect with one another as well as with students, and faculty and staff, extending the reach of Muhlenberg’s professional network. In particular, it enables students to benefit from the eagerness of alumni and parents to offer internships, job shadowing and mentoring.
Looking Forward, Filled with Hope

Commencement student speaker Mahsheed Mahjor ’17 graduated with a bachelor’s degree in women in the socio-political world (a self-designed major) and international studies with a concentration in peace & conflict studies. She echoed the global citizenship theme that ran through Commencement weekend. An Afghan citizen, Mahjor referenced the hardships faced by many around the world and added that education is not something to be taken for granted.

She said, “The world is full of events that excite, scare, upset and inspire us, from the new human innovations to the refugee crisis and to the individuals that rise wholeheartedly against the violation of human rights. We are living in a world that needs more equity, peace, compassion, love, respect, support, empathy and—most of all—hope!”
Muhlenberg continues to offer a strong value and be in a strong position in America’s higher education landscape. Of course, the College is not alone in trying to appeal to students and families who continue to be very savvy about college choices.

The Class of 2021 consists of 564 students. The College continues to work to be a destination for students from around the world. In each of the past two years, 23 international students joined us in the first-year classes.

Overall, international and domestic students of color represent 20.4 percent of the incoming class. This change in class composition represents a substantive change from just a few years ago, when the combined international and multicultural population was typically 10 to 11 percent of each first-year class.

In addition, Muhlenberg’s socioeconomic diversity is improving. In the Class of 2021, 15.8 percent of students are eligible for Pell grants—a standard measure of access for low-income students. In the preceding class, 11.3 percent of students were Pell recipients.

In addition to a great first-year class, 32 transfer students joined the traditional day student population this fall, including three international students. Bringing more transfer students into the Muhlenberg community adds additional perspectives and experiences to our community. It also acknowledges the changing higher education landscape.

While 3.6 million students will graduate from high school in the United States in 2017-2018, these potential college students are but one source for Muhlenberg’s future student body.

Along with the Wescoe School’s focus on part-time and nontraditional age students, I expect transfer students to play a larger role in Muhlenberg’s strategic success in the future. By at least one estimate, more than 20.4 million students participate in higher education, but relatively few enter it directly from high school and finish at the institutions at which they start.

The overall enrollment for the fall 2017 semester is 2,206 students. Muhlenberg’s enrollment again varied by less than one percent from last year’s total.

Muhlenberg also has a point of pride in the college’s retention rate—the rate of return of our first-year student for sophomore years—which is 90.9 percent for the Class of 2020. By comparison, the National Student Clearinghouse reports that average retention rate for private colleges and universities is about 75 percent. A point of focus of the division of enrollment management in the near future will be to look closely at ways the College can build on this success. In conjunction with our colleagues in academic affairs and student affairs, we will continue to support our students—from our first encounter through graduation—and to celebrate the powerful outcomes each of them achieve.

Finally, the College’s new strategic plan—Muhlenberg Opens Doors—will serve as a touchstone for the division of enrollment management for the next several years. In particular, two of its imperatives will guide our work. The first is to “prioritize diversity, equity and inclusion as central to our academic strength.” The other is to “invest to strengthen enrollment management.”

For now, these goals are broad calls to action and will require discussion and planning to make them into tangible successes that impact both Muhlenberg and our students. This will certainly include reaching more potential students to connect with them about Muhlenberg, the opportunities and community here and the success that graduates regularly experience. The people of the financial aid and admissions teams are looking forward to the challenge and finding new ways to make Muhlenberg a formidable competitor in the crowded higher education landscape.

Rob Springall
Vice president for enrollment management
**Enrollment Data**  |  **Muhlenberg by the Numbers**

### 2016-2017 Application History

<table>
<thead>
<tr>
<th>Year</th>
<th>Applied</th>
<th>Accepted</th>
<th>Enrolled</th>
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<tr>
<td>2017</td>
<td>4,636</td>
<td>2,242</td>
<td>564</td>
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</table>

### 2016-2017 Student Charges at Comparable Colleges

- **Muhlenberg College** $62,130
- **Lehigh University** $64,060
- **Villanova University** $64,832
- **Gettysburg College** $65,210
- **Lafayette College** $65,890
- **Dickinson College** $66,166
- **Skidmore College** $66,450
- **Bucknell University** $67,136
- **Franklin & Marshall College** $67,960

### 2012-2017 Student Charges

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
</tr>
</thead>
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<tr>
<td>2012</td>
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<td>2016</td>
<td>4,862</td>
</tr>
<tr>
<td>2017</td>
<td>4,636</td>
</tr>
</tbody>
</table>

### Fall 2017 International Enrollment

- Afghanistan: 1
- Argentina: 1
- Canada: 1
- China: 53
- Hong Kong: 1
- India: 1
- Israel: 1
- Italy: 1
- Jamaica: 1
- Japan: 1
- Jordan: 2
- Moldova: 1
- Netherlands: 1
- Nigeria: 1
- Panama: 1
- Peru: 1
- Rwanda: 4
- Singapore: 1
- South Korea: 1
- Switzerland: 1
- United Kingdom: 2
- Vietnam: 7

### Six-Year Graduation Rates

- **Muhlenberg College 86.5%**
- **Private Non-Profit Four-Year Colleges 66%**
- **All U.S. Four-Year Institutions 59%**

Muhlenberg’s students graduate at higher rates, on average, compared to both private four-year colleges and all four-year colleges and universities in the United States. This is based on comparison of Muhlenberg’s entering class in 2010 compared to classes entering 2011 at other institutions (most recent data available).

We give our students a great education, with great results, and here’s why: In an increasingly interconnected world, enriching students’ education with global experiences and perspectives is more important than ever. In recent years, more than 52 percent of Muhlenberg students have studied abroad prior to graduation, with between 250 and 300 students doing so each year. Conversely, students come to study at Muhlenberg not only from all regions of the United States but from all over the world, including China, Israel, Jamaica, Japan, Jordan, New Zealand, Rwanda, South Korea and Vietnam. International students represent three to five percent of the College’s most recent classes.

Muhlenberg supports four discipline-specific, semester-long, study abroad opportunities and has 150 approved programs in 60 countries. Last year, 97 students studied abroad in the fall, 130 in the spring and 76 during the summer. They lived in all corners of the globe to study in all disciplines. English is not the native language in the majority of the countries, which Muhlenberg students study. Full-semester independent study projects (ISP) and Muhlenberg Integrated Learning Abroad (MILA) courses are two examples of the various formats of the global education opportunities available.

London, England
The cluster courses in “London: A (Post) Global City” utilized a socio-historical approach to examine the rise, current dynamics and future of global cities. Using London as a case study, Muhlenberg students learned about various issues facing developed global cities including that of changing patterns of migration, settlement and adaptation. They considered the relationship between post-coloniality and globalization. Students engaged in a semester-long integrative project while living in London that problematized a “typical” London museum or tourist attraction by investigating the presentation of history and culture. They examined the physical presentation and layout of particular sites and explained the representation of history, and how this affects the experience of locals and tourists, seeking better understanding of state-endorsed dominant culture and its relationship to minority populations.

Osaka, Japan
A new MILA course offered in the spring, “Ecology and Religion in Japan,” immersed students in Japanese culture as they explored the intersections of sustainability and religion within the context of an industrialized Asian country. After spending the semester introducing students to the fundamentals of ecology and the history and ritual of Buddhism and indigenous Shinto, they visited parts of Japan to explore the country’s religious communities, businesses, schools and secular urban spaces to gain an understanding of Japanese practices of place. Their study trip included sites in Osaka and Wakayama, as well as Hiroshima and Kyoto.

East Java, Indonesia
Evan Brooks ’18 poses here with Neneng, a resource and friend, just after interviewing her in her salon in Jombang, East Java. Evan’s ISP was entitled, “For Them, Between Them—Building a Nation through Language.” Evan’s ISP on the Komunitas Gay in Jombong, East Java, provided an excellent general introduction to the community and its language, and addressed some of the tensions that arise from its presence in a Muslim majority region as well as strategies the community employs to maintain peace within a repressive society. The most impressive aspect of Evan’s study was the extensive Bahasa Gay-Indonesian–English dictionary he compiled during his fieldwork there.

Kathmandu, Nepal
Weston Conner ’19 did research on Chöd, a form of Tibetan Buddhist Tantric meditation. Weston’s independent study project was entitled “Watch Chöd Self: An Examination of Chöd, its Practitioners and its Music.” Weston’s work on Chöd, the ‘cutting-through’ yogic technique of mind training, explores religious change in Himalyan culture. No scholar before him had ever shown that a diagram with mantra formulae are inscribed on the ritual drum-heads before they are covered up (i.e. hidden beneath) by the drumskin. Conner’s precise observations and descriptions of major ritual events he attended, such as when 70 practitioners gathered for Boudha Stupa’s reconsecration, contribute to the understanding of Chöd.

Donna M. Kish-Goodling, Ph.D.
Dean of global education and professor of economics
Athlete Spends a Semester Overseas

Track and field athlete Michael Havkins ’18 took his entrepreneurial and athletic acumen across the world to the Netherlands, spending his fall semester studying at Maastricht University. A business administration major with a concentration in international studies, he took the opportunity to travel to Germany, Belgium, Spain, Luxembourg, Denmark, Switzerland, France and Austria during his stay. Through Maastricht’s Cultural Dimensions of Global Business and Management and Leadership in a Global World courses, Havkins expanded his perspectives on self-renewal in the workspace and entrepreneurship for the development of his own business, DressedGPS.com, co-founded with Jake Gordon ’18. His physical training did not stop while he was abroad. Havkins prepared for his return to the Muhlenberg field—lifting weights, working with a former Canadian National Rugby Team athlete and practicing his throwing to continue his winning streak in the spring.
Judy Woodruff, anchor and managing editor of PBS NewsHour, addressed 544 graduates, their families, Muhlenberg faculty and staff at the College’s 169th Commencement on May 21, 2017. An Oklahoma native who has worked for CNN, NBC and PBS, Woodruff has spent her career breaking down barriers facing women in broadcast journalism. Her career spans more than three decades of political and news coverage and her assignments have included senior correspondent and “Inside Politics” anchor for CNN; chief Washington correspondent, senior correspondent, anchor of the award-winning documentary series “Frontline with Judy Woodruff,” principal reporter for “Nancy Reagan: The Role of a Lifetime” and co-anchor of “PBS NewsHour” for PBS; White House correspondent for NBC; and anchor of a monthly program for Bloomberg Television, “Conversations with Judy Woodruff.” She is a founding co-chair of the International Women’s Media Foundation.

In addition to Woodruff, three other individuals were also awarded honorary doctorates:

John C. Mather is a senior astrophysicist at NASA’s Goddard Space Flight Center in Greenbelt, Md., where he specializes in infrared astronomy and cosmology. As one of the principal investigators of the Cosmic Background Explorer (COBE) satellite, Mather and his team discovered hot and cold spots in cosmic radiation, believed to be the seeds that drove the structure of the universe. In 2006, Mather and fellow researcher George F. Smoot were awarded the Nobel Prize in physics for their discovery of the blackbody form and directional dependency of the cosmic microwave background radiation, which confirmed the Big Bang theory with incredible accuracy. Mather currently serves as the senior project scientist for NASA’s James Webb Space Telescope, the successor to the great Hubble Space Telescope.

Jawole Willa Jo Zollar is the founder of Urban Bush Women (UBW), a performance ensemble dedicated to exploring the use of cultural expression as a catalyst for social change, and the Nancy Smith Fichter Professor of Dance and Robert O. Lawton Distinguished Professor at Florida State University. In addition to the more than 30 works created for Urban Bush Women, Zollar has created works for Alvin Alley American Dance Theater, Philadanco, University of Maryland and Virginia Commonwealth University. As artistic director, Zollar has led UBW on tours of five continents and performances at the Brooklyn Academy of Music, Lincoln Center for the Performing Arts and The Kennedy Center. In 2010, UBW was honored as one of three U.S. dance companies to inaugurate a cultural diplomacy program for the U.S. Department of State.

Leonard Zon ’79 is the founder & director of the Stem Cell Program at Children’s Hospital Boston and the Grousbeck Professor of Pediatrics Chair at Harvard Medical School. As both a renowned pediatrician and researcher specializing in blood diseases, Zon serves as a Howard Hughes Medical Institute Investigator, an American Association for the Advancement of Science Fellow, the founder and past President of the International Society for Stem Cell Research and Chair of the Harvard Stem Cell Institute’s Executive Committee. A practicing pediatrician, Zon recognized the potential of embryonic stem cells as a source of hope for pediatric disease and illness. He is internationally recognized as a groundbreaking researcher in the fields of stem cell biology and cancer genetics, and he is considered a pioneer in recognizing abnormalities of the blood system caused by HIV.
Faculty & Staff Awards

Erica Bagley, Ph.D.
Assistant professor of psychology
The Robert C. Williams Faculty Award

Lee Kolbe
Title IX coordinator
The Chairman’s Award

Thomas Cartelli, Ph.D.
Professor of English
The Class of 1932 Research Professorship

Roberta Meek
Lecturer in history and media & communications and Africana studies
The Outstanding Faculty Advisor Award

Brett Fadem, Ph.D.
Department chair and associate professor of physics
The Donald B. Hoffman Research Fellowship

Connie Wolfe, Ph.D.
Associate professor of psychology
The Paul C. Empie ’29 Memorial Award for Excellence in Teaching

Maura Finkelstein, Ph.D.
Assistant professor of sociology
The Crossette Family Fellowship for International Research

Recent Books by Faculty


2017 Volunteer Recognition Alumni Awards

W. Chester Hill ’20 Award for Leadership by a Class Fund Chair Christopher Parkes ’91

Reunion Volunteer(s) Award Stephen Hart ’76 and John Dunne ’76

The Muhlenberg Network Volunteer Award Dana Iannuzzi ’03

The General Pete Award Sharon Brewer Lowe ’65

Young Alumni Volunteer Award Amy Venuto ’11

Volunteer Leadership Service Award William D. Miers ’49

Promotions

- Michele Deegan, Ph.D., professor of political science
- Kimberly Heiman, Ph.D., senior lecturer of biology
- Erika Iyengar, Ph.D., professor of biology
- Lanethea Mathews-Schultz, Ph.D., professor of political science
- Lynda Yankaskas, Ph.D., assistant professor of history
Kudos

Community Service Awards

The following students received the Community Service Awards for 2017, presented by the Muhlenberg College Board of Associates to students who show an outstanding commitment to community service:

Molly Albano ’17 dedicated much of her time at Muhlenberg to the Casa Guadalupe organization and Phoebe Home, serving as a leader of the Pa’Lante after school program and president of the Adopt-a-Grandparent organization (respectively).

Sophia Goodfellow ’17 made civic engagement an integral part of her college experience, volunteering for Casa Guadalupe, where she helped to develop a strong and effective English Learning Language program, working part time at KidsPeace, where she was a group leader of the “Connect with the Community” program and visiting Las Juantas in Costa Rica to research Nicaraguan immigrant access to health care.

Aisha Kourouma ’17 made the Casa Guadalupe program her mission while at Muhlenberg, working as a coordinator to guide volunteers, assist in the creation of lesson plans and act as a liaison between the organization and the College. She worked as an intern for the program, helping to develop a literature program for sixth and seventh grade students.

Drew Swedberg ’17 dedicated his four years at Muhlenberg to community engagement, working for the office of community service and civic engagement and serving the America Reads, Jefferson Visits, Dream to Read at Jefferson Elementary, College Connect and Lehigh Valley Special Olympics programs. In addition, he worked as a resident advisor and head resident, introducing his classmates and residents to local businesses and restaurants through hall programs.

The Board of Associates, an organization of more than 200 business, professional and civic leaders, is dedicated to fostering community understanding and support of the College.

Prestigious Awards for Postgraduate Study

The Prestigious Awards Initiative assists undergraduates and recent graduates as they engage in a process of reflection upon their education, values and life goals in order to enhance their success as they apply for opportunities to further their studies after Muhlenberg. In 2004, the inception of the initiative, over 160 awards, finalists and honorable mentions have been earned by Muhlenberg students and recent graduates.

Aliya Gangji ’17 J. William Fulbright finalist
Katherine Kapelsohn ’17 J. William Fulbright finalist
Arissa Lahr ’17 J. William Fulbright finalist
Mahsheed Mahjor ’17 Stephen A. Schwarzman Scholarship semi-finalist
Glenna Jones ’19 St. Andrew’s Society Scholarship recipient
Devin Domeyer ’18 Harry S. Truman Scholarship finalist & Morris K. Udall and Stewart L. Udall Scholarship recipient
In Memoriam: Paul Brucker, M.D.

Dr. Paul C. Brucker ’53 passed away on March 23, 2017. After graduating with honors from Muhlenberg, Brucker attended the University of Pennsylvania School of Medicine. In an era when general practice was not a popular choice for graduating students, he designed his own graduate training program at Hunterdon Medical Center and Lankenau Medical Center. During his 13 years in private practice, Brucker served as preceptor and role model for a large number of students from various Philadelphia medical schools. In 1973, he was hired by Jefferson Medical College as alumni professor and founding chairman of the department of medicine. Under his leadership, Jefferson developed a nationally renowned academic department of family medicine and one of the most successful family medicine student and residency training programs in the country. From 1990–2004, he served as president of Thomas Jefferson University, the only family physician in the country to hold that position, leading the formation of the Jefferson Health System and serving as its board chair. He served on the board of directors of the American Board of Family Practice and its president from 1987–1988, was elected to the prestigious Institute of Medicine of the National Academy of Sciences and received honorary degrees from Muhlenberg College and Gwynedd-Mercy College. He remained loyal to the Muhlenberg community throughout his life, serving as a member of the board of trustees for 20 years, including acting as vice chairman for eight of those years, becoming a life trustee in 2012.

New Provost: Kathy Harring, Ph.D.

After a nationwide search, Muhlenberg named Dr. Kathy Harring its new provost and vice president of academic affairs. Harring has served Muhlenberg in leadership roles as interim provost and vice president and dean of institutional effectiveness and planning since July 2016, dean of institutional assessment and academic planning since September 2013 and a member of Muhlenberg’s psychology department since 1984. Harring earned her B.A. in psychology from Franklin and Marshall College and her M.A. and Ph.D. in social psychology with a minor in quantitative psychology from the University of North Carolina at Chapel Hill. She has been honored with the Lindback Award for Distinguished Teaching and the Paul C. Empie Memorial Award for Teaching and Service. In 2012, she was elected as an American Council on Education Fellow, and she frequently speaks at national and international higher education conferences on innovative pedagogies, general education reform and faculty leadership development. At Muhlenberg, she has led accreditation activities, overseen student learning and been the architect of internal assessment systems. As provost, Harring oversees curriculum and instruction, manages all fiscal and personnel aspects of the academic program and supervises the provost senior staff.

Farewell: Bruckner and Hooker-Haring

Michael Bruckner (left), vice president of external affairs and community affairs, retires after 21 years of service at Muhlenberg College and a 39-year career in higher education. A graduate of the University of Rhode Island, Bruckner spent more than a decade working in athletic communication at the University of New Hampshire. He then worked for five years at Gehrung Associates, a higher education consulting firm. In 1996, he decided to return to a college campus, leading the public relations team at Muhlenberg. At the College, Bruckner organized countless campus events, including political rallies, presidential inaugurations and commencement ceremonies with high-profile leaders.

Christopher Hooker-Haring ’72, P’08, P’10, vice president of enrollment management, retires after 30 years of service. He earned his Muhlenberg degree in English and proceeded to work in the admissions offices of Cedar Crest College, Lafayette University and Moravian College before returning to his alma mater in 1987 as senior associate director of admission. Two years later, he was named director of admission and then dean in 1993. He became dean of admission and financial aid in 1996 and was promoted to his current title of vice president of enrollment management two years ago. Hooker-Haring’s impressive admissions track record has kept Muhlenberg thriving.

Major Grants

The Andrew W. Mellon Foundation: $600,000
The Donald B. and Dorothy L. Stabler Foundation: $540,000
National Science Foundation RUI Grant: $180,000
The George I. Alden Trust: $100,000
The Century Fund: $50,000
The William T. Morris Foundation: $50,000
The Harry C. Trexler Trust: $27,000

Rankings

Top 200 Colleges That Pay You Back, 2016 Edition
The Princeton Review
The Best 381 Colleges
The Princeton Review
A1/A+
Moody’s/Standard & Poor’s Ratings
#1
Best College for Theatre & Dance
The Princeton Review
#5
Best Colleges for Water Conservation, Recycling & Reuse
Sustainable Campus Index
#9
Best Value Small Colleges with a Jewish Studies Degree
BestValueSchools.com
#16
Best Campus Food
The Princeton Review
#25
Best Value Small College for Political Science and International Relations
BestValueSchools.com
#40
Best Colleges for Food in America
Daily Meal
#53
Best Values in Liberal Arts Colleges
Kiplinger
#65
Best National Liberal Arts Colleges
U.S. News & World Report (tie)
#76
“Cool Schools” Sustainability
The Sierra Club
#89
Best Colleges for Your Money
Money Magazine
#90
High School Counselor Rankings
U.S. News & World Report (tie)
Muhlenberg women’s basketball set a historical benchmark by winning the team’s third straight and 10th overall Centennial Conference championship. Defeating Gettysburg 74–61, Muhlenberg became the first college in Centennial Conference women’s basketball history to ever secure the championship title three years in a row and earned the conference’s automatic bid into the NCAA Tournament.

It’s a Three–Peat for Women’s Basketball!
**Outstanding Athletes**

**2016–2017**

**For the Record**

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<thead>
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<td>.077</td>
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*Cross Country, Golf and Track not calculated as team percentages*

**Jordy Bonvini ’18** became the first All-American in Muhlenberg women’s lacrosse history after scoring 78 points and setting a record with 128 draw controls. She led the Mules to a 13-4 record that included an 8-7 upset of eventual national champion Gettysburg.

**Willie Britt ’17** was named a first-team All-American by the American Football Coaches Association and received the Clyde “Bulldog” Turner Award as ECAC Division III lineman of the year. He started every game at left tackle during his four-year career.

**Jaryd Flank ’17** earned All-America honors three times in his senior year. He was the Mules’ first-ever conference champion and All-American in cross country and earned All-America recognition with the DMR team and in the 3,000 meters in indoor track. He also qualified for the NCAA outdoor meet in the steeplechase.

The distance medley relay team (l to r) of Anthony Calantoni ’18, Mike Bessette ’19, Jaryd Flank ’17 and Corey Mullins ’19 earned All-America honors by finishing seventh at the NCAA Championships. The quartet also won a gold medal at the Centennial Conference Championships.

**Elizabeth Garrison ’17**, the valedictorian of the Class of 2017, was named a first-team Academic All-American. A chemistry major and business administration minor, Garrison set a volleyball team record with 543 digs from her libero position as a senior.

**Nick Palladino ’17** was named Centennial Conference offensive player of the year after breaking numerous program and CC records for quarterbacks. He finished as Muhlenberg’s all-time leader in passing yards (10,250), passing touchdowns (89) and completion percentage (.662) and compiled a 33-9 record as starting QB.

**Rachel Strow ’17** had a sensational senior season, setting records for points (49) and goals (21) in a season while helping the field hockey team to a program-record 18 wins and ECAC championship. She was named South Region player of the year and a first-team All-American.

**Brandi Vallely ’18** needed only two complete seasons to break the Muhlenberg women’s basketball career assists record. An All-Centennial Conference first-team selection and CC playoff MVP for the second straight year, Vallely led the Mules in scoring, assists and steals and ranked second in Division III in assist-to-turnover ratio.
Founded in 1910, Muhlenberg’s adult education program is the oldest of its kind in the Lehigh Valley. It was actually 1909 when the Muhlenberg Board of Trustees first authorized a Saturday School for Teachers—at the tuition rate of $10 per hour and five dollars for a registration fee!

We’ve come a long way. In those early days, Muhlenberg was cognizant of the value of supporting public education and the teachers who needed more and better knowledge to succeed in this important democratic pursuit—educating all Americans. Liberal arts were, and remain to this day, the core studies that are the foundation of our bachelor degree programs.

Renamed The Wescoe School in 2002 in honor of William Clarke Wescoe ’41, this adult education program has evolved as our community has demanded more over the decades. Wescoe remains agile to meet the needs of business and industry in addition to education, health care and finance. No matter the discipline, the Wescoe School never loses sight of the need to design programs that are current, relevant and help the student graduate in a timely manner. This is an important consideration because, for adults, the amount of time they spend earning their degrees is time away from their families, their work responsibilities and any already limited leisure time.

We take great pride in our 88.1 percent graduation rate for students pursuing their bachelor’s degree through our Accelerated Degree Program. The Association of American Colleges and Universities and the National Survey of Student Engagement endorse “High-Impact Educational Practices” as methods that positively impact student engagement and retention, and our graduation rates support these assertions. Wescoe has embraced many of these practices. Two in particular are Capstone Courses & Projects and Community-Based Learning.

We are also quite proud of our 76 percent graduation rate for our student veterans. This compares quite favorably to the national veteran graduation rate of 51.7 percent (Cate, C.A. 2014. Million Records Project: Research from Student Veterans of America. Washington, D.C.). For veterans attending college, though, graduation is only an important first step in their preparation for life after service. Wescoe accepts a responsibility to further enhance veteran students’ career readiness in any way it can. Read about soon-to-be Wescoe graduate Zoraida Cordero’s story on the next page.

Highlights from the past year include:

- Priscilla E. Howard, Ed.D., Retirement: One of Muhlenberg’s most devoted educators, Howard retired after 22 years of service to the College. As the director of academic support services, Priscilla was a trailblazer in assisting students with learning disabilities. As the director of teacher certification for the Wescoe School, Priscilla maintained the high values and standards associated with our teacher certification program and assisted countless individuals in search of new careers. Wescoe’s excellent reputation in this area is largely due to her leadership.

- Certificate in Data Analytics: Over the past year, a team of industry experts from the fields of banking, energy, insurance, accounting and healthcare worked with the Wescoe School to design and develop our new data analytics certificate curriculum based on the need for organizations to compete in a data-driven world. Our first cohort of students, drawn from an expansive swath of industry, began their studies with us this fall. We are currently recruiting for our spring cohort.

- Digital Storytelling for Organizations: Associate dean for digital learning, Lora Taub-Pervizpour, and members of the digital learning team hosted campus over spring break for a three full-day workshop. Participants were comprised of public health, street medicine, marketing and public relations staff and a Vista Intern for the United Way. Participants utilized open source technology to design and create their own digital stories regarding their very important work.

The Wescoe School of Continuing Education is passionate about helping our students transform their lives, build their communities and enhance their organizations. We use positive, inclusive and innovative approaches to learning with tuition rates competitive with other local institutions. Many members of our staff were or are adult students themselves. We know combining a college education with a busy lifestyle requires extra planning and support. Whether an adult seeks a traditional or accelerated degree or teacher certification, we aim to join them as a partner in their journeys to pursue a better life.

Adults learn differently, bringing a lifetime of knowledge and experiences into an academic environment. Our programs seek to capitalize on the strengths of our students. The Wescoe School prides itself on the flexibility of our programs. Classes are held in the evening, during the day or on the weekend with format options of 15–week evening and eight–week Saturday traditional courses, or five–week Accelerated Degree modules.

Jane E. Hudak, M.Ed.
Dean of adult education at The Wescoe School of Continuing Education
Wescoe Was a Wake-Up Call

Raised in New York City until age 15, Zoraida Cordero ’17 moved with her family to Allentown. As a 2011 graduate of William Allen High School, she spent the bulk of her high school years at Lehigh Career & Technical Institute in Schnecksville, Pa. Upon high school graduation, Zoraida, who is bilingual, enlisted into the Army Reserve. She deployed to Guantanamo Bay, Cuba, in 2014–2015, where she carried out human resource duties and community service events. “I was working long hours and rarely had any days off because I was either doing community service in my spare time or assisting soldiers who worked in the prisons, but regardless of the stress, I knew I’d be coming home,” she says. Upon completing her reserve time, Zoraida was accepted to Wescoe and is now enlisted in the IRR (Individual Ready Reserve). With the G.I. Bill in hand, she has had 50 percent of her tuition covered. This May, Zoraida will complete her B.A. degree in psychology. “The best thing to happen to me has been working with Dean Hudak at Wescoe,” says Zoraida. “I came home from my deployment and found it very difficult to obtain a job as a human resource person without a degree. Dean Hudak never lost faith in me. In fact, she steered me to an internship with Valley Youth House, and now I am working full time. Currently, I am doing truancy intervention for Roosevelt Elementary School in Allentown.” Zoraida has big plans. Committed to a career that involves helping others, she’s looking forward to furthering her education by attaining a master’s degree. “I want to help our troubled youth find hope and to be able to succeed in life. They need care, love and guidance. I was fortunate to grow up with both parents and receive all the love I needed, but I know many kids do not have that privilege. If I can guide them just enough and have them learn through me that life can be good, I would feel like I have found my purpose in life,” she says.
Religious Life at Muhlenberg helped students discover their connections with diverse religious and spiritual communities, with alumni and with our Lutheran tradition this year. Highlights:

**Interfaith Week:** The Interfaith Leadership Council and Religious Life staff hosted Interfaith Week September 26 – October 2, 2016. The goals of Interfaith Week are to celebrate the religious and philosophical diversity at Muhlenberg College and to offer opportunities for learning and interfaith engagement for the college community. Students chose “Together” as the theme of the week.

Guest artist Stephanie Burke from Charlotte, N.C. designed a paint-by-number community mural for us. The design is inspired by the Hubble telescope image “The Eye of God.” Dozens of students helped to paint this beautiful 4’x 9’ mural in Parents Plaza.

The finished banner was revealed at the Interfaith Week Banquet on September 27. Fifty students, faculty and staff members shared interfaith dialogue at banquet tables. Three student leaders spoke about their experiences of interfaith engagement and artist Stephanie Burke talked about how art can bring together diverse communities. It was a wonderful celebration of religious and philosophical diversity.

The Interfaith Fellows also hosted an Interfaith Week panel conversation, “A Hindu, a Jew, a Christian, a Muslim and an Atheist Walk into a Room.” The panelists spoke about their experiences as Muhlenberg students, how their practices are different at college and at home, and so on.

**The Hillel House:** Named the Leffell Center for Jewish Student Life on November 13, this event recognized a generous gift pledged by the Leffell family in 2008. The family chose to remain anonymous at the time, as Benjamin ‘10 and Adam ‘13 Leffell were still studying on campus. Now that Benjamin and Adam have graduated, the Leffells were formally recognized in November for their transformational gift. While there were many leadership gifts received to make the project possible, the Leffells’ gift was vital to its success.

**Our Lutheran Tradition:** The Rev. Dr. Darrell Jodock visited with us February 2–3 for a consultation on Muhlenberg as a College in the Lutheran Intellectual Tradition. Jodock met with the President, the senior staff, faculty and staff members, student leaders and several Trustees. He also presented a public talk, “Through the Red Doors: Are Muhlenberg’s Lutheran Roots Relevant Today?” Jodock is professor emeritus at Gustavus Adolphus College and taught at Muhlenberg from 1978–1999, where he chaired the religion department for many years. Jodock spoke on the educational values that have emerged from our Lutheran heritage and the theological principles that anchor these values.


God Ordained Dancers also participated, and all of us honored Karen Green, retired vice president of student affairs and dean of students, who was instrumental in the formation of both the Gospel Choir and God Ordained Dancers. Gospel Weekend was co-sponsored by the admissions office, the office of alumni affairs, Africana studies, the chaplain’s office, the dean of students office, multicultural life and Rejoice! Gospel Choir.

This was a great year of student leadership, learning and connections between diverse religious and spiritual communities at Muhlenberg College.

**Farewell to Rabbi Simon**

Rabbi Melissa B. Simon, who served as Jewish chaplain and Hillel director from 2014 to 2017, wrapped up her time at the College this summer. She has joined the team at North Carolina Hillel as the rabbi and senior Jewish educator on the University of North Carolina Chapel Hill campus. We are grateful for Rabbi Simon’s leadership at Muhlenberg and wish her all the best.

**The Rev. Callista Isabelle**

College chaplain
It’s been a wonderful experience watching Muhlenberg College grow since I first stepped on campus in September 1996. Each year, the work of our students, faculty, staff, alumni and administration continues to receive broader and more frequent attention at the local, regional and national level, and the 2016-2017 year was no exception.

Summer, a slower period on many college campuses, was a brisk affair at Muhlenberg. Dozens of students participated in independent summer research, and those students—like biology major Melissa Mayol ’17 (see page 17)—later published papers and presented at conferences nationwide, sharing the academic prowess of our curriculum on the same playing field as some graduate researchers. Our Summer Music Theatre productions of Gypsy, In the Heights and Growl! drew huge crowds and wide acclaim.

Campus opened the fall semester with rankings that affirmed what we’ve long known: Muhlenberg is a fantastic value and a worthwhile investment. Money magazine once again named us one of the best colleges for your money, and The Princeton Review named Muhlenberg’s theatre program the best in the nation—a distinction the College also earned in 2012. The Center for Ethics series “War & Peacebuilding” asked sometimes difficult but always intellectual questions of our campus community in a contentious political landscape, and a Muhlenberg Democrats-sponsored visit by vice presidential candidate Tim Kaine demonstrated the engagement and enthusiasm of our student body.

Muhlenberg faculty and administrators kept that momentum strong into the spring semester. President Williams was profiled in University Business on his background in both education and industry, and faculty experts Erika Sutherland (Spanish), Daniel Klem and Marten Edwards (biology), Christopher Herrick and Chris Borick (political science) and many more contributed to op-eds, interviews and profiles on their research, their passions and their work with students. Tom Dowd, executive director of career services, was a regular contributor to both Monster and Fast Company, sharing insights from Muhlenberg’s networking approach and showing that outcomes may start here—but the connections and lessons learned can last a lifetime and travel the world.

Opportunities beyond our campus that are available to our students continue to expand. This year we announced partnerships with Boston University for a master’s in public health, Lehigh University for a master’s in management, and Harvard University for CopyrightX—the first college in the nation to offer the course in collaboration with Harvard Law School. We signed an agreement with the Allentown Art Museum that provides free access to students and increased visiting opportunities for faculty and staff.

This year I passed the baton to Bill Keller, who started a new role as executive director of communications on July 1. My Muhlenberg journey has been one to remember, but I’m confident I leave our storytelling efforts in good hands.

Keller started at Muhlenberg in 2009 as a new media specialist and was responsible for social media and web feature stories. He was later promoted to director of digital communication and senior director of communication as his role expanded and he joined me in leading Muhlenberg’s communication strategy as transitioned between campaigns, between presidents and between the charge and mission of our department here at the College.

He now begins leading a department tasked with telling the stories of our treasured students, faculty, staff and alumni. And there are no shortage of wonderful stories like Muhlenberg truly is.

This year was just one leg in an amazing journey for Muhlenberg and for my time on a campus I’ve come to call home. Our efforts to spread the stories of Muhlenberg College far beyond Allentown are taking root, and we have a community ready to accelerate and grow those stories for generations to come.

Michael S. Bruckner
Vice president of external affairs and community relations
The Muhlenberg College experience is unique to every student who passes through its red doors. It is here our students discover and achieve their greatest intellectual potential and become prepared to embark on lives of great professional and personal fulfillment—on their own terms.

This incredible ethos requires the commitment of the entire Muhlenberg community to become a reality. The desire to nurture that unity for the betterment of the College is what drives the office of advancement every day. There is no question that the Muhlenberg experience as we know it could not exist without the support of our engaged and generous community, who in their numbers provide a solid foundation for students to achieve their full individual promise. While the office of advancement recognizes this power, I think it’s important to understand that our students do as well. One student, Cateryna Kochan ’19, says that donors are “an army of support,” pushing her to succeed. Other students recognize how our donors create a quality learning environment and hope to do the same in the future.

“I have thrived as a result of the small class sizes and one-on-one interactions with my professors...You have all inspired me to give back once I am in a financially stable position to make this possible.” – Christian Navarro ’18, Annual Scholarship Luncheon, January 2017

Donors ultimately create an environment where our students find motivation in the classroom, on the fields and in the labs. The office of advancement makes this possible through connections between life at Muhlenberg and life beyond the red doors.

During the Fund Year 2016–2017, the office of advancement saw growth in the number of generous donors and the gifts they made. Our annual day of giving—#MULEMENTUM—attracted more donors than ever. More donors flexed their muscles during Mule Madness to support athletics than the year before. The alumni donor count increased by nine percent from the previous year. There was increased membership in both the Circle of 1848 and the Henry Melchior Muhlenberg Society (HMMS) from prior years.

“This College has immensely expanded my faith in what I am capable of achieving in life... when I am in your position, I will share the same pride in how far I have come. Thank you to all for giving your resources to a cause that is changing many lives.” – Jake Gordon ’18, 10th Annual Lifetime Giving Society Dinner, April 2017

Muhlenberg saw an increase in student philanthropy, as the Senior Class Connections Campaign spurred more students to make a gift than the previous 12-month period. On January 12, the fourth edition of T.H.A.W. (Toast Heard Around the World) inspired alumni to reach for a glass and in the process established a new attendance and event mark, resulting in recognition by the Council for Advancement and Support of Education. The Lifetime Giving Society saw growth as more new members entered the society and more existing members moved up to higher giving levels.

The cliché is true—there is strength in numbers. More engaged constituents and generous donors result in a larger impact on Muhlenberg. Ultimately that increased level of commitment will take Muhlenberg to new and even greater heights. For that I am truly grateful.

### Total Gifts

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+8.1%  
+1.9%  
+8.1%  
+7.7%

2016 Alumni Achievement Award Winners

Alumni Achievement Awards are the highest honors given by the Muhlenberg Alumni Association. The 2016 recipients are front row, from left: Dr. Lucy Puryear ’81, Alumni Achievement in Medicine; Taimi Anderson ’60, on behalf of Hans Toffer ’59, Alumni Lifetime Achievement Award; Sheryl LeBlanc Guss ’81, P’10, P’13, Alumni Leadership Award. Back row, from left: Dr. David Jones ’66, Alumni Achievement in Clinical Psychology; Dr. Steven Rose ’79, Alumni Achievement in Education; Dr. William Franz ’76, Alumni Achievement in Education; John I. Williams, Jr., President, Muhlenberg College; Dennis Williams, Jr., Alumni Service to the College; Adrian Shanker ’09, Outstanding Young Alumnus Award.

Rebekkah L. Brown ’99  
Vice president for advancement
Generosity: Gifts essential to helping our students

Muhlenberg Match Program: In 2013, the College was bold in its desire to increase financial aid for undergraduates and funding for other educational enrichment programs. Muhlenberg set aside a total of $11 million to match 1:1 any newly established endowed scholarships or educational enrichment funds from $25,000 to $250,000. At the end of FY17, we are pleased to report the College raised over $1 million during this mini-campaign.

#MULEMENTUM: Muhlenberg’s Fourth Annual Day of Giving established a new one-day record for philanthropy on November 16. Utilizing the alma mater, “O my Muhlenberg,” the College’s day of giving attracted 2,415 participants, surpassing the goal of 2,200 and raised nearly $282,000. Participants were then treated to a few verses beautifully rendered by President John Williams in appreciation of meeting and beating the goal. It was the highest level of participation #MULEMENTUM has ever had.

#MULEMENTUM Donors

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Mule Madness Challenge: Muhlenberg’s mascot received a new name (Marti) and Muhlenberg’s athletes received tremendous support during the College’s fifth annual participation challenge. A total of 1,873 donors contributed nearly $146,000, and the men’s lacrosse team claimed the title for most participation. That’s an increase of about $98,000 and over 870 donors from last year.

Circle of 1848: A total of 518 alumni, parents, friends, faculty and staff are members of the Circle of 1848, thanks to their commitment to Muhlenberg in their estate plans. That’s an increase of more than 15 households from the year previous.

Henry Melchior Muhlenberg Society (HMMS): Founded in 1967, HMMS recognizes alumni, parents and friends who share Muhlenberg’s commitment to open doors for deserving students by making a gift of $1,500 or more. A total of 716 donors contributed nearly $7.4 million with $1.65 million of that amount designated to The Muhlenberg Fund. That is an increase from the 2015-2016 Fund Year total of 592 donors, who contributed $6.6 million with $1.5 million of that amount earmarked for The Muhlenberg Fund.

HMMS Donors

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Parents Council: Established in 1992, Parents Council members share perspectives with the President and senior staff on operational and strategic issues. During the year, 73 families contributed more than $243,000.

Senior Class Connections Campaign: A student-run organization, led by seniors who volunteer to inform classmates about staying connected as alumni, spurred 61 percent of the class to commit a gift to the College, up eight percent from the previous year. They also had record-breaking participation in #MULEMENTUM and attendance at the Senior Class Kick-off and the annual Wine and Cheese celebration.

The Muhlenberg Fund: Gifts made to The Muhlenberg Fund provide funding that addresses the College’s most essential needs. Total gifts from alumni, parents and friends to The Muhlenberg Fund set a new record of $2,162,010.

Community: The Muhlenberg experience possible because of engaged alumni, parents and friends

Alumni Board: In the Fall of 2016, the Alumni Board Career Services Committee established and funded, from the Alumni Trust Fund, scholarships for students who had low-paying or unpaid internships. Over 60 students submitted applications as part of a rigorous selection process. Six students were chosen to receive $1,500 each to support them in their internships.

The Career Center: The Career Center advanced important initiatives in its second year under the purview of the Office of Advancement. The Center increased student engagement by 20 percent this year, interacting with 72 percent of the current student population. The Center logged more than 5,000 total interactions with students through career coaching appointments, programs and events. The Center took its show on the road, as it completed career road trips to New York and Washington, D.C. with more than 125 students traveling to cities to meet alumni and visit organizations and industries. Also, The Muhlenberg Network online platform—which unlocks the power of the Muhlenberg global community—was launched in July 2016 and grew to more than 1,700 members by June 30, far exceeding the goal of 1,000 members in the first year.

Young Alumni Council (YAC): YAC coordinated and hosted a First-Year Student Trivia event following the Candle Lighting Ceremony on the first night of orientation in August 2016. More than 300 first-year students gathered to enjoy ice cream and camaraderie. As part of the Volunteer Summit, the YAC participated in a program on the psychology of volunteerism presented by Erika Bagley, assistant professor of psychology.

T.H.A.W.: The fourth annual “Toast Heard Around the World” was held January 12 with 91 events attended by 761 participants in 27 states, 17 countries and on all seven continents. The event was recognized by the Council for Advancement and Support of Education with a Circle of Excellence bronze award.

Women’s Weekend: In celebration of 60 years of co-education, the College hosted its first Women’s Weekend June 9–11. Lauren Anderson ’79 and Sheryl LeBlanc Guss ’81, P'10, P'14, led a committee of alumnae to plan three days of engaging activity and discussion for more than 100 attendees to deepen their relationship to the College and one another.

Major Areas of Support 2016/17

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gifts in Kind</td>
<td>$32,304</td>
</tr>
<tr>
<td>Life Income</td>
<td>$2,669</td>
</tr>
<tr>
<td>Capital</td>
<td>$148,620</td>
</tr>
<tr>
<td>Endowment</td>
<td>$3,497,690</td>
</tr>
<tr>
<td>Other Annual Giving</td>
<td>$2,283,082</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$8,126,375</td>
</tr>
</tbody>
</table>

An Evening of Distinction: On September 23, Muhlenberg held its second annual “An Evening of Distinction” event. As a signature event, the College celebrated accomplished alumni and generous benefactors in one remarkable evening. At the event, Muhlenberg honored eight alumni achievement award winners, celebrated the 50th anniversary of the Henry Melchior Muhlenberg Society (HMMS) and recognized members of the Circle of 1848.

Leffell Center Dedication: Neighbors, faith and community leaders and Muhlenberg alumni, students, faculty and staff gathered on November 13 as the College celebrated the dedication of “The Leffell Center for Jewish Student Life” in recognition of a gift made by Lisa and Michael Leffell, P'10, P'13.

Lifetime Giving Society Dinner: Established in 2007, the Lifetime Giving Society recognizes the cumulative giving of the College’s most loyal benefactors. During the 10th Annual Lifetime Giving Society Dinner held on April 28, 27 new members were inducted into the Society. Eight other members were recognized for having moved up to higher giving levels.

H.M.M.S. Donors 2016-2017 Annual Report
The Office of Information Technology (OIT) has been a busy place this past year. We started and completed a number of projects and have kicked off several new ones. While some may seem pedestrian in many ways, all of these projects are focused on digital transformation for Muhlenberg to advance. We also have continued to work hard as a partner and enabler of success to members of our college community, from efforts ranging from new applications to services to major renovations of the Muhlenberg web site.

Our highest profile project is the replacement of our student information system—Capstone—which went into full swing in early 2017. Workday, a cloud-based system built new from the ground up, has a strong higher education footprint and was selected by a set of committees in January. While Capstone primarily supports student data, Workday will also embrace our core business operations products, from human resources to finances to payroll. We are unifying these operations under a single product, data set and set of practices. Ultimately, the project changes the way we go about our business, the way we view data management, and how we integrate our systems. Workday’s business functions are set to go live on January 1, 2018, with the student modules coming online over the following 18–20 months.

Google’s GSuite—formerly known as Apps for Education—became our campus communications and collaboration platform in December 2016. Along with new and easier-to-use email and calendar functions, we now offer cloud storage, file sharing and real-time collaboration on documents. We are already seeing changes in how we work with each file we share and each document we co-write.

OIT has also undertaken a dedicated and intentional expansion and upgrade of the College’s WiFi network. Residence halls were the focus of the first phase, and we have started to upgrade classrooms and learning areas as well. Not only are students able to connect from more places with greater reliability and speed, but they can access entirely new services that leverage the network. Internet TV, for instance, augments the College’s existing cable television offering to bring content to mobile devices such as laptops, tablets and even phones. Greater access to such services is a key part of the social fabric of the residential experience, and OIT works to support that aspect of Muhlenberg just as much as the administrative and academic areas.

Throughout all of these projects, we have focused intensely on transforming the way we go about our daily lives. Whether it’s the digitization of documents in Workday to entirely new workflows to innovative ways faculty interact with students, OIT’s goal is to make things more efficient and more effective. Even Muhlenberg’s new phone system, which is part of a larger unified communications solution, will help change the way we go about contacting one another.

Canvas became our new learning management system (LMS) for courses in August 2016. An LMS is the online “home” for each and every Muhlenberg course. This is a place where faculty can not only store course materials such as presentations and readings, but also one where advanced features such as annotation and even video conferencing can happen. Students can now submit assignments, receive audio or video feedback and review grades all through a single system that is built for mobile applications, too.

Allan Chen
Chief information officer
In an era when private colleges and universities are working diligently to offset challenges in maintaining financial fitness, I can report that Muhlenberg College is looking forward with a healthy financial position. In reviewing the past year, there has been continued emphasis on expanding our capacity in many areas while reducing costs. All the while, we have built quality and value into our operations. To do this, it takes a team that understands the value of hard work. Our people and our partners make the quality difference that you can see each and every day on Muhlenberg’s campus. Here are some highlights from the past year:

- To enhance our financial management team, we issued a request for proposal (RFP) that led to a national search and the hiring of Hirtle Callaghan & Company of Conshohocken, Pa., to oversee the College's endowment fund.

- The same type of RFP process was used to identify a new insurance broker that could help the College significantly lower premiums while adding and improving insurance coverage.

- The Muhlenberg human resources team oversaw more than 70 searches, not only replacing numerous retirees and regular turnover, but also hiring faculty and staff in entirely new positions.

- Among new hires in the unit, Will Rantz is the College’s new grounds manager and Johany Piris-Santiago is the new HR administrative assistant/HRIS specialist.

- I am also pleased to report the following promotions in the operations area of the College: Jim Bolton to director, plant operations; Brett Fulton to assistant director, plant operations; and Erin Murray to manager, employment and benefits.

In the area of investments, the College issued a bond in February 2017 refunding the 2009 bond issue at a NPV savings of $1,118,055. As part of this bond issue, we borrowed an additional $1.5 million to accelerate the decentralization of the College’s central heating plant. This action will allow us to recognize savings sooner. Moody's Investors Services assigned a rating of A1 with a stable outlook to the above bond issue. On September 30, 2016, Standard & Poor’s affirmed its A+ rating with an outlook of stable on the College’s 2009 bond issue. Although rating agencies have downgraded the outlook for the entire higher education sector in recent years, they have upheld Muhlenberg’s A1/A+ ratings with a most stable outlook.

The College copy center was outsourced to Ricoh increasing efficiency and providing savings. The center was restructured in 2009 from a traditional print shop to an operation better suited to embrace digital technologies and file formats. By transitioning management of the copy center to a third party, results in output, quality and savings have been very positive.

Muhlenberg College's Language Learning Center was not only renovated but renamed as well, to the new LC Commons. The LC Commons supports the overall mission of the Department of Languages, Literatures & Cultures and the College by providing technological resources and professional expertise to facilitate the effective exploration and use of emerging technologies for academic pursuits within various disciplines. This upgrade turned out really nicely. The Commons has enhanced services, providing digital and face-to-face international connections through video technology, conversation partners and cultural events now able to be held in a central space in venerable Ettinger Hall.

Built in 1925, the Peter S. Trumbower Science Building houses the departments of chemistry, physics and mathematics. It is the oldest building along “science street,” connected to the John V. Shankweiler Biology Building and the Harry C. Trexler Tower. Lithgow Science Auditorium, Trumbower’s largest lecture hall, received a major upgrade with new seating and carpeting.

The College ended fiscal year 2016–2017 with a balanced budget for the 62nd consecutive year. Performance is still measured by balanced budgets here, and it’s a tradition we plan to continue.

Kent Dyer P'07, P'10
Chief business officer & treasurer
### Statement of Activities & Changes

#### Revenues

<table>
<thead>
<tr>
<th>Source</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees (includes The Wescoe School)</td>
<td>$109,320,171</td>
<td>$103,427,115</td>
</tr>
<tr>
<td>Less: College-funded scholarships</td>
<td>(44,297,828)</td>
<td>(39,877,324)</td>
</tr>
<tr>
<td>Net tuition and fees</td>
<td>65,022,343</td>
<td>63,549,791</td>
</tr>
<tr>
<td>Private gifts, bequests and grants</td>
<td>2,876,337</td>
<td>2,349,929</td>
</tr>
<tr>
<td>Endowment and other investment income</td>
<td>7,155,333</td>
<td>6,128,938</td>
</tr>
<tr>
<td>Endowment gains (losses) and gains from spending policy</td>
<td>16,774,137</td>
<td>(6,644,160)</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>24,260,571</td>
<td>23,163,973</td>
</tr>
<tr>
<td>Other sources and swap market value adjustment</td>
<td>5,760,718</td>
<td>(140,621)</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$121,849,439</td>
<td>$88,407,850</td>
</tr>
</tbody>
</table>

**Net assets released from restrictions**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenues</td>
<td>127,193,992</td>
<td>94,224,502</td>
</tr>
</tbody>
</table>

#### Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction and research</td>
<td>47,232,400</td>
<td>45,113,839</td>
</tr>
<tr>
<td>Library</td>
<td>3,284,090</td>
<td>3,197,098</td>
</tr>
<tr>
<td>Student services</td>
<td>11,060,478</td>
<td>10,510,693</td>
</tr>
<tr>
<td>General administration</td>
<td>7,169,309</td>
<td>6,760,596</td>
</tr>
<tr>
<td>General institution and other expenses</td>
<td>10,967,959</td>
<td>11,281,564</td>
</tr>
<tr>
<td>Depreciation</td>
<td>8,560,910</td>
<td>8,394,687</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>13,523,439</td>
<td>12,615,582</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>101,798,585</td>
<td>97,874,059</td>
</tr>
</tbody>
</table>

#### Increase (Decrease) in Unrestricted Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase (Decrease) in Unrestricted Net Assets</strong></td>
<td>25,395,407</td>
<td>(3,649,557)</td>
</tr>
</tbody>
</table>

#### Change in Temporarily Restricted Net Assets

<table>
<thead>
<tr>
<th>Source</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private gifts, bequests and grants</td>
<td>2,748,526</td>
<td>2,148,477</td>
</tr>
<tr>
<td>Endowment income</td>
<td>2,049,659</td>
<td>2,122,396</td>
</tr>
<tr>
<td>Endowment gains (losses)</td>
<td>7,088,817</td>
<td>(4,201,940)</td>
</tr>
<tr>
<td>Other sources</td>
<td>(1,714,731)</td>
<td>(1,063,273)</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>(5,344,553)</td>
<td>(5,816,652)</td>
</tr>
<tr>
<td><strong>Increase (Decrease) in Temporarily Restricted Net Assets</strong></td>
<td>4,827,718</td>
<td>(6,810,992)</td>
</tr>
</tbody>
</table>

#### Change in Permanently Restricted Net Assets

<table>
<thead>
<tr>
<th>Source</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private gifts, bequest and grants</td>
<td>3,468,013</td>
<td>2,965,109</td>
</tr>
<tr>
<td>Endowment income</td>
<td>111,340</td>
<td>118,442</td>
</tr>
<tr>
<td>Net change in beneficial interest in perpetual trusts</td>
<td>388,709</td>
<td>(674,377)</td>
</tr>
<tr>
<td><strong>Increase in Permanently Restricted Net Assets</strong></td>
<td>3,968,062</td>
<td>2,409,174</td>
</tr>
</tbody>
</table>

## Increase (Decrease) in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase (Decrease) in Net Assets</strong></td>
<td>34,191,187</td>
<td>(8,051,375)</td>
</tr>
</tbody>
</table>

### Net Assets

<table>
<thead>
<tr>
<th>Source</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>383,403,393</td>
<td>391,454,768</td>
</tr>
<tr>
<td><strong>End of year</strong></td>
<td>417,594,580</td>
<td>383,403,393</td>
</tr>
</tbody>
</table>
## Balance Sheet

**As of June 30**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$25,705,128</td>
<td>$17,195,551</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>6,974,754</td>
<td>7,087,896</td>
</tr>
<tr>
<td>Contributions receivable – current</td>
<td>1,019,266</td>
<td>863,400</td>
</tr>
<tr>
<td>Accounts receivable and other current assets</td>
<td>3,002,833</td>
<td>2,453,368</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>289,684,631</td>
<td>267,787,437</td>
</tr>
<tr>
<td>Contributions receivable</td>
<td>4,000,247</td>
<td>3,769,650</td>
</tr>
<tr>
<td>Land, buildings and equipment – net</td>
<td>170,673,593</td>
<td>172,954,863</td>
</tr>
<tr>
<td>Beneficial interest in perpetual trusts</td>
<td>9,014,034</td>
<td>8,625,325</td>
</tr>
<tr>
<td>Funds held by trustee and other assets</td>
<td>5,169,922</td>
<td>4,112,734</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$515,244,408</td>
<td>$484,850,224</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>9,154,276</td>
<td>9,425,907</td>
</tr>
<tr>
<td>Deferred income and student credit balances</td>
<td>4,108,224</td>
<td>4,156,898</td>
</tr>
<tr>
<td>Bonds payable</td>
<td>67,639,952</td>
<td>65,902,102</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>16,747,376</td>
<td>21,961,924</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$97,649,828</td>
<td>$101,446,831</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>267,926,720</td>
<td>242,531,313</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>68,142,954</td>
<td>63,315,236</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>81,524,906</td>
<td>77,556,844</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$417,594,580</td>
<td>$383,403,393</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$515,244,408</td>
<td>$484,850,224</td>
</tr>
</tbody>
</table>

## Endowment Growth

As with almost any college, Muhlenberg’s endowment fund is a key component of current support to the operating budget and also a long term asset that we hope continues to grow at a fast pace.

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>$135,425,000</td>
</tr>
<tr>
<td>2017</td>
<td>$263,754,000</td>
</tr>
</tbody>
</table>
About the Cover

Fall is here, the 170th year Muhlenberg students start the new academic year. The College’s liberal arts mission provides exceptional experiences for students who demand more by finding new ways to blend the many passions they have for their studies. Such integrated learning ensures lifelong success. Learn more inside these pages.