



MUHLENBERG

COLLEGE

**Source Book
2014-2015**

Source Book 2014-2015

- Edited By: Nicole Hammel
- Director, Institutional Research & Records
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THE COLLEGE

I. Description

1. A BRIEF DESCRIPTION OF THE COLLEGE

Muhlenberg College is an independent, undergraduate, coeducational institution related to the Evangelical Lutheran Church in America. Founded in 1848 to provide a liberal arts education in the Judeo-Christian humanistic tradition, Muhlenberg is committed to the highest standards of academic integrity and excellence.

The College is located in Allentown, Pennsylvania, approximately 55 miles north of Philadelphia and 90 miles west of New York City.

As a liberal arts college, Muhlenberg offers programs in the humanities, the natural and social sciences, and in professional areas such as business, education, pre-medical, pre-theological, and pre-law studies. Flexibility is provided through course options and opportunities for independent study, research and internships, and through a plan for self-designed majors. The College strives to keep its curriculum vital and current with the rapidly changing intellectual world. The excellence and integrity of the Muhlenberg program have been recognized by Phi Beta Kappa and by some 13 additional national honorary societies which have established chapters at the College.

Muhlenberg's academic program is accredited by the Middle States Association of Colleges and Secondary Schools, the Department of Education of the Commonwealth of Pennsylvania, and the New York State Board of Regents. The College is on the approved list of the American Chemical Society. It is also a member of the American Council on Education, the Association of American Colleges, the Council for the Advancement and Support of Education, the American Association of Colleges of Teacher Education, the College Entrance Examination Board, the Pennsylvania Association of Colleges and Universities, the Associated Independent Colleges and Universities of Pennsylvania, and the National Collegiate Honors Council.

Significant in the College's tradition are the historic ties between the College and the Lutheran Church. The name Muhlenberg College was adopted in 1867 – 19 years after the College was founded in honor of the patriarch of the Evangelical Lutheran Church in America, Henry Melchior Muhlenberg. The sons of Henry Melchior Muhlenberg made important contributions to the early life of our country. General John Peter Gabriel Muhlenberg wintered at Valley Forge with George Washington; Frederick Augustus Muhlenberg was the first speaker of the United States House of Representatives; and Henry Ernst Muhlenberg was one of the most eminent early American scientists and the first president of Franklin College, now Franklin and Marshall College.

2. MISSION STATEMENT OF THE COLLEGE

Muhlenberg College aims to develop independent critical thinkers who are intellectually agile, characterized by a zest for reasoned and civil debate, knowledgeable about the achievements and traditions of diverse civilizations and cultures, able to express ideas with clarity and grace, committed to life-long learning, equipped with ethical and civic values, and prepared for lives of leadership and service. The College is committed to providing an intellectually rigorous undergraduate education within the context of a supportive, diverse residential community. We are also committed to educating the whole person through experiences within and beyond the classroom. 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. Honoring its historical heritage from the Lutheran Church and its continuing connection with the Evangelical Lutheran Church in America, Muhlenberg welcomes and celebrates a variety of faith traditions on campus and encourages members of the College community to value spiritual life.

3. DIVERSITY STATEMENT OF THE COLLEGE

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

Muhlenberg College believes that diversity, in many forms and expressions, is essential to its educational mission and to its success as a community. We believe that a broad range of human perspectives, experiences, backgrounds, and opinions enriches the academic experience, stimulates intellectual rigor, enhances the quality of life on campus, and prepares our graduates for lives of leadership and service in a democratic, pluralistic society and a diverse world. We believe that our academic program is not able to achieve the goals set in our mission statement unless each member of the community recognizes and understands the benefits, conflicts, tensions, and intersections that are inherent in diversity. Diversity is, therefore, a fundamental Muhlenberg value. To that end, we assume the responsibility of providing educational opportunities to students of talent and potential and professional opportunities to talented faculty and staff representing many different backgrounds and experiences. This reflects our College's commitment to principles of justice, equality, and democracy.

The College has already achieved an admirable degree of diversity in several important respects, such as religion, intellectual pursuits, socio-economic background, and sexual orientation. We recognize that these successes must not lead to complacency, but inspire us to continued effort. Muhlenberg must recommit itself with renewed energy to recruiting and retaining diverse students, faculty, and staff whose range of viewpoints, cultural perspectives, race, ethnicity, sexual orientations, gender identities, lifestyles, interests, political beliefs, nationalities, economic backgrounds, physical abilities, and religious and spiritual values will enrich our curriculum and campus life. We must also commit ourselves to persistent and vigorous efforts to confront, and challenge prejudiced attitudes and behaviors that exclude, demean, or marginalize members of our community by breaking down existing barriers that prevent meaningful discussions about diversity. Finally, Muhlenberg College also commits itself to good citizenship in the wider, local community by supporting with our business those vendors and services that are operated by and fairly employ underrepresented groups.

4. THE YEAR IN REVIEW, 2013-2014

The College sets another application record; registers all-time high in Multicultural admissions.

Muhlenberg commits \$10 million to launch 1:1 Scholarship Match Challenge.

The College is named #1 liberal arts school for the support and services offered to military veterans and their families who enroll or return to pursue higher education.

MuleMentum, a one-day event for on-line giving, produced over 1400 gifts from alumni, parents and friends.

THAW - Muhlenberg's Toast Heard Around the World - was celebrated in 31 different venues including Tel Aviv, Los Angeles, Hilton Head and New York City.

5. CENTERS AND INSTITUTES

Center for Ethics

Bruce Wightman, Biology

The Muhlenberg College Center for Ethics seeks to develop our capacities for ethical reflection, moral leadership, and responsible action by engaging community members in scholarly dialogue, intellectual analysis, and self-examination of contested ethical issues. Through thematic lectures and events, the Center for Ethics serves the teaching and study of the liberal arts at Muhlenberg College by providing opportunities for intensive conversation and thinking about the ethical dimensions of contemporary philosophical, political, economic, social, and scientific issues. The 2014-2015 program title is “Civility and Disobedience”.

Faculty Center for Teaching

Christine Ingersoll, Chemistry

The Faculty Center for Teaching (FCT) seeks to cultivate a shared culture of reflection about teaching that encourages and supports meaningful experimentation. FCT sponsors hourly programs on a variety of pedagogical topics and supports faculty reading groups and learning communities. FCT also awards grants to faculty who wish to explore new pedagogical approaches in their teaching and provides funding for participation in regional and national teaching workshops and conferences. FCT provides specific support for faculty colleagues new to Muhlenberg through hosting a one day orientation each August followed by a series of monthly programs and offering a voluntary peer-partner program to encourage further dialogue about teaching.

FCT was formed in 1994 through a faculty initiative with an institutional incentive grant from the Pennsylvania Department of Education and additional funding from grants from the Office of the Provost and grants from the Aid Association for Lutherans. FCT was awarded a grant from the Andrew W. Mellon Foundation to support initiatives in interdisciplinary teaching. Overseen by a faculty director and an advisory board comprised of faculty members from a variety of disciplines, the Center's operational costs are currently sustained through support from the Shire Family Fund for Excellence in Teaching, established by Mr. and Mrs. Donald T. Shire P'90.

Institute for Jewish-Christian Understanding

The Rev. Peter A. Pettit, Ph.D., Religion Studies

Established in 1989, the Institute for Jewish-Christian Understanding uses the resources of the academic community to foster dialogue and the development of resources to help people build bridges of understanding between the faith communities. Monthly luncheon discussion programs for both clergy and the public, periodic lecture forums with visiting scholars and religious leaders, the annual Wallenberg Tribute program, and an annual prejudice reduction workshop for 1,500 middle-school and high-school students from the region all serve its primary objectives and are kept updated on the Institute website, www.ijcu.org. On campus, the IJCU works with the Interfaith Leadership Council, Hillel, and individual students to promote student dialogues, an annual observance of the Night of Shattered Glass, and forums on interfaith dating, religious holidays, and other topics. The Institute has published a middle-school curriculum unit on prejudice reduction and a young-adult dialogue resource, as well as a Christian confirmation resource on the relationship of Judaism and Christianity and an interactive meal-based program introducing Christians to the Passover Seder. In partnership with the Shalom Hartman Institute of Jerusalem, the IJCU has led the development of *New Paths: Christians Engaging Israel*, an educational program shaping values-based engagement with Israel in its complex identity and situation. The Institute is a founding member of the Council of Centers for Jewish-Christian Relations. A board comprising community and college leaders from the business, religious, and academic arenas guide its work, with administrative oversight by the College's Provost. Financial support comes from individual memberships, congregational and denominational grants, corporate and foundation funding, and the College.

6. PROGRAMS OF STUDY

Degree Programs

Bachelor of Arts (A.B.): no fewer than 34 units and a certified major in the Humanities or Social Science divisions

Bachelor of Science (B.S.): no fewer than 34 units and a certified major in the Natural Science division

Dual Degree (A.B. / B.S.): no fewer than 43 units and the major requirements for both the Bachelor of Arts degree and the Bachelor of Science degree

Bachelor's in Self-Directed Inquiry: a special program for uniquely qualified students who wish to create an individualized program of inquiry and study, rather than complete the general academic requirements and a traditional major

Certification Programs

The College also offers fully accredited programs leading to certification in Pre K – 4, 4-8 and secondary education (7-12). Students must complete a major in an academic discipline together with the requirements for certification.

Cooperative Programs

Cooperating School	Degrees Earned	Contact
3-2 or 4-2 Year Combined Degree Program in Engineering		
Columbia University	B.S. B.S. in Engineering	Dr. Jane Flood Physics
MC/Penn Dental Program		
University of Pennsylvania School of Dental Medicine	B.S. D.D.S.	Cailin Pachter Health Professions
Lehigh Valley Hospital Scholars		
Drexel University College of Medicine and the Lehigh Valley Hospital	A.B. or B.S. M.D.	Cailin Pachter Health Professions
7 Year Optometry Program		
State University of New York (SUNY) State College of Optometry	A.B. or B.S. O.D.	Cailin Pachter Health Professions
3-2 or 4-2 Year Combined Degree Program in Environmental Science or Forestry		
School of the Environment at Duke University	B.S. M.E.M or M.F.	Dr. Elizabeth McCain Biology
Army Reserve Officer Training Corps (AROTC) Program		
Army ROTC Program		Office of the Registrar
3-2 ½ Year Combined Degree Program in Occupational Therapy		
Jefferson College of Health Professions of Thomas Jefferson University	A.B. or B.S. M.O.T.	Cailin Pachter Health Professions
3-3 Year Combined Degree Program in Physical Therapy		
Jefferson College of Health Professions of Thomas Jefferson University	A.B. or B.S. D.P.T.	Cailin Pachter Health Professions
Early Assurance Program		
Temple University School of Medicine and St. Luke's Hospital	A.B. or B.S. M.D.	Cailin Pachter Health Professions
Guaranteed Admission		
Lutheran Theological Seminary	M.Div, M.A., STM, PhD.	Callista Isabel College Chaplain
Music Certification (K-12)		
Moravian College	Teacher Certification	Dr. Douglas Ovens Music

Pre-Professional Programs

<u>Program</u>	<u>Contact</u>
Health Professions	Cailin Pachter, Health Professions
Pre-law	Alana Albus, Director, Career Center
Pre-seminary	Office of the Chaplain

7. SPECIAL ACADEMIC PROGRAMS

SELF-DESIGNED MAJOR

Michael R. Huber, Dean of Academic Life

Any highly motivated, academically strong student may propose a self-designed major not falling within one of the traditional programs of study listed in the College catalog. Students with a self-designed major complete the same general academic requirements as those with a traditional major. The proposal must normally be approved by the Curriculum Committee and Dean of Academic Life before the start of the student's junior year.

SEMESTER IN WASHINGTON, D.C.

Donna Kish-Goodling, Accounting, Business and Economics

Muhlenberg cooperates with several other colleges in the Lutheran College Washington Consortium who together offer a semester in Washington. The semester is designed for juniors and seniors with any academic majors. In addition to seminars drawing upon the special resources available in Washington, there are hundreds of internship possibilities in government, social service agencies, religious groups, medicine, public interest organizations, business and the arts.

EDUCATION ABROAD PROGRAMS

Donna Kish-Goodling, Accounting, Business and Economics

In a world that is becoming increasingly interdependent, international study represents a significant means by which students may better achieve their educational objectives. A variety of opportunities suitable for students in the natural sciences, social sciences, arts and humanities are available at host country institutions and programs in Europe, Oceania, Asia, Africa and Latin America. In addition, Muhlenberg students have participated in specialized programs abroad in international business, theatre, media and communications, language study and field research in environmental science.

DANA SCHOLARS PROGRAM

Mohsin Hashim, Political Science

The Dana Program offers outstanding, intellectually versatile students an opportunity to belong to a community of scholars that promotes engaged citizenship and leadership, fosters conversations across disciplines, and pursues rigorous academic inquiry. Each Dana scholar can major in any academic department or program. Over the course of four years, Dana scholars participate in shared seminars, independent research projects, and unique internship experiences. All Dana seniors engage in collaborative research projects on issues of public concern and interest.

MUHLENBERG SCHOLARS PROGRAM

Theodore W. Schick, Jr., Philosophy

The Muhlenberg Scholars Program is designed to enhance the education of talented students by providing unique opportunities for intellectual exploration, growth and development. Scholar courses are small, interdisciplinary, discussion-oriented courses in which the student is encouraged to grapple creatively with problems at the forefront of current research.

RJ FELLOWSHIP PROGRAM

Lora Taub-Pervizpour, Media and Communication

The RJ Fellows Program was established at Muhlenberg College with support from the Scheller family in order to strengthen and develop the leadership competencies of bright, talented, and hard-working liberal arts undergraduates. The Program realizes that the future is, and will always be, uncertain, and that education can be a powerful force in strengthening the ability of individuals within diverse communities to assess the future and make ethical and informed choices. The Program's founders assert that liberal arts education, in particular, has the potential to provide learners with a variety of analytical, problem-solving, ethical-assessment, and decision-making skills. The RJ Fellows Program is, therefore, deliberately interdisciplinary and provides curricular and co-curricular opportunities for students to reflect on and make connections among lessons learned and the implication of those lessons for ethical decision-making and action.

DEPARTMENTAL HONORS PROGRAMS

Some academic departments have honors programs to provide special opportunities for the most highly motivated students to develop their capacities for independent thinking, original research and disciplined scholarship. Honors work consists of seminars, guided independent study, individual research or participation in faculty research, as well as a certain amount of regular course work. Successful honors candidates will graduate with honors in the field of concentration; in addition, they still maintain eligibility for the traditional Latin graduation distinctions.

WRITING PROGRAM

Jill Stephen, English and David Rosenwasser, English, Co-Directors; Linda Bips, Psychology, Student Development Liaison; Brian Borosky, Assistant Director of the Writing Center

WRITING ACROSS THE CURRICULUM PROGRAM

Muhlenberg College offers a Writing Across the Curriculum Program that incorporates writing into virtually every department at the college. The basic premise of the program is that writing is essential to the learning process. Writing instruction at Muhlenberg is about helping students use writing to develop as creative and critical thinkers. The Program assumes that the ability to write well cannot be acquired in a single semester of practice during a student's first year. Muhlenberg requires students to take at least three writing-intensive (aka W) courses during their undergraduate careers: a first-year seminar (FYS), a writing-intensive course designated by the student's major field of study, and one other officially designated W course from anywhere in the curriculum.

Enrollment in W courses is limited to twenty students (fifteen for FYS). Students write a minimum of fifteen pages broken into at least three assignments, including a revision based on some kind of revision or expansion that applies the professor's comments from a previous writing.

FIRST-YEAR SEMINARS

First-Year Seminars are small, discussion-oriented courses that engage students with the life of the mind - with what it means to think deeply, and to talk, read and write critically about ideas; seminars introduce students to what it means to be a college student. Taught by full-time faculty from departments throughout the college, seminars vary in their subjects. Some examine a topic from an interdisciplinary perspective; others focus on particular questions or issues within a discipline. The seminars teach students how to formulate a claim and how to collect, evaluate and cite evidence that supports and qualifies that claim. What all First-Year Seminars share is an emphasis on writing and thinking critically about the values and assumptions underlying various approaches to knowledge.

WRITING COURSES BEYOND THE FIRST-YEAR SEMINAR

Writing-intensive courses are specially designed to focus on using writing to learn the characteristic thinking processes practiced by a discipline, as well as the particular forms the discipline employs to convey knowledge. These courses also attend to the similar traits that effective writing shares across the disciplines. Many departments offer a writing-intensive capstone course for senior majors, but there are also a number of lower-level W courses available to both majors and non-majors across the curriculum.

8. DEPARTMENTAL MAJOR PROGRAMS

Arts Division

Major	Minor	Chair/ Program Director
Art	Art	Margo Hobbs
Dance	Dance	Karen Dearborn
Music	Music	Doug Ovens
Theatre		Beth Schacter

Humanities Division

Major	Minor	Chair/ Program Director
English	English Creative Writing	Grant Scott
French	French	Eileen McEwan
German	German	Franz Birgel
History	History	Mark Stein
Philosophy	Philosophy	Ted Schick
Religion Studies	Religion Studies	William Gruen
Spanish	Spanish	Joan Marx

Interdisciplinary Division

Major	Minor	Chair/ Program Director
	Africana Studies	Roberta Meek
American Studies		Chris Borick
	Asian Traditions	Kammie Takahashi & Steve Coutinho
Biochemistry		Keri Colabroy & Amy Hark
Environmental Science		Jason Kelsey
Film Studies	Film Studies	Paul McEwan
German Studies	German Studies	Franz Birgel
	Latin American & Caribbean Studies	Cathy Marie Ouellette
International Studies		Christopher Herrick
Jewish Studies	Jewish Studies	Jessica Cooperman
Natural Science		Joe Keane
Neuroscience		Jeremy Teissere
Philosophy/ Political Thought		Giacomo Gambino & Christine Sistare
Physical Science		Jane Flood
Political Economy & Public Policy		Christopher Herrick
	Public Health	Chrysan Cronin
Russian Studies	Russian Studies	Luba Iskold
	Sustainability Studies	Richard Niesenbaum
	Women's & Gender Studies	Marcia Morgan

Natural Science & Mathematics Division

Major	Minor	Chair/ Program Director
Biology		Elizabeth McCain
Chemistry	Chemistry	Bruce Anderson
Computer Science	Computer Science	Elyn Rykken
Mathematics	Mathematics	Elyn Rykken
Physics	Physics	Jane Flood

Social Science Division

Major	Minor	Chair/ Program Director
Accounting		Homes Miller
Anthropology	Anthropology	Janine Chi
Business Administration	Business Administration	Homes Miller
Economics	Economics	Homes Miller
Finance		Homes Miller
Media & Communication		Jeff Pooley
Political Science	Political Science	Michele Deegan
Psychology		Mark Sciutto
Sociology	Sociology	Janine Chi

CONCENTRATIONS

Business Administration
Arts Administration
Entrepreneurial Studies
Management and Organization Studies
Marketing

Dance
Dance Education
Dance Science
Choreography
Performance

International Studies
Area Studies
Africa
East Asia
Europe
Latin America
Middle East
Russia
Development Studies
Global Interdependence
Global Trade and International Business
Global Health
International Environmental Problems
Peace and Conflict Studies
Self-Designed

Music
Music in History and Culture
Music Theory and Composition
Performance

Theatre
Acting
Design and Technical Theatre
Directing
Performance Studies
Stage Management

9. THE WESCOE SCHOOL OF MUHLENBERG COLLEGE

The Wescoe School serves adult students in the Lehigh Valley with a variety of innovative educational opportunities. Students may complete a degree, earn a certificate or take classes for enrichment. Students may also take classes as part of their preparation for graduate, law or medical school.

Bachelor's degrees and certificates are offered in the traditional liberal arts in more than 25 fields of study. Associate's degrees are offered in Business Administration, Accounting, Computer Science, and Psychology. Courses are presented in varying formats and pedagogies recommended for adult learners. Scheduled to accommodate working adults, courses are offered in 15-week, 8-week and weekend sessions.

An Accelerated Degree Program is available for those wishing to combine work and life experience with academic knowledge in a collaborative learning environment. Programs include: Business Administration with concentration areas in Healthcare Management, Financial Services Management, Human Resources Leadership and Supply Chain Management; and Information Systems. These programs are designed to help students develop the critical thinking, communication, and leadership skills required in today's workplace. In addition to the programs offered on the Muhlenberg campus, The Wescoe School also offers on-site learning opportunities at area businesses/organizations.

The Wescoe School also oversees a highly regarded Teacher Certification Program and the Muhlenberg Summer Study Program.

II. Facilities

1. MAJOR FACILITIES

HARRY C. TREXLER LIBRARY

The Harry C. Trexler Library houses the College's primary collections of information resources including books, journals (both print and electronic), videos, recordings, government documents, and electronic databases. The collection of approximately 233,000 volumes, 289,000 U.S. government documents, 16,000 audio visual items, and some 25,000 print and electronic journal subscriptions is designed to meet the general instruction and research needs of undergraduate students. In addition to the on-site collections, students and faculty have access to the collections of five other Lehigh Valley independent colleges and universities, with combined holdings of more than 1.75 million volumes, as well as to libraries worldwide. The OCLC-based interlibrary loan system widens the borrowing circle to worldwide access for free or at low cost. Trexler Library's membership to the Pennsylvania Academic Library Consortium, Inc. (PALCI) provides students and faculty direct borrowing privileges in more than forty academic and research libraries within the Commonwealth and the surrounding area and participation in PALINET allows the library to participate in consortia pricing for databases. Automated with an integrated library system since 1995, the Library continues to add services including electronic reserves, instant messaging reference services, and academic technology training sessions.

Built in 1988, Trexler Library offers a contemporary and gracious facility combined with varieties of seating and study spaces to meet the needs of individual and group work. Wireless access is available throughout the building, and laptop and notebook computers are available for students to borrow. Also included in the building is a Curriculum Laboratory serving the Education Department, an Information Commons to experiment and demonstrate new technologies to support the curriculum, a completely developed teaching lab for hands-on searching and research development, a PC Lab for student paper writing, the Writing and Information Consultation Center combining the expertise of writing tutors and librarians, the Polling Center, a media viewing classroom and a standard classroom. The Library is open 105 hours per week with additional hours provided during exam periods. Course-integrated instruction pairs librarians with instructors to combine information gathering and evaluating skills into the curriculum with the goal of increasing lifelong information literacy among the Muhlenberg community

GIDEON F. EGNER MEMORIAL CHAPEL

The Egner Chapel is one of the finest modern Gothic campus churches in the nation. Its stained glass windows and vaulted interior provide appropriate settings for worship, meditation, concerts, weddings and academic convocations. The 50-rank, 2,600 pipe organ was originally installed in 1983 by the Holtkamp Organ Company. In 2014 the instrument was extensively refurbished by Berghaus Pipe Organ Builders. It is used in worship, teaching and musical performances.

THE DOROTHY AND DEXTER BAKER CENTER FOR THE ARTS

The Dorothy and Dexter Baker Center for the Arts was completed in 1976. Dramatic in concept and highly functional, the Center was created for Muhlenberg by Philip Johnson, one of the world's most renowned architects. Focal point of its design and function is a 220-foot, glass-covered galleria which bisects the structure. The galleria serves as a thoroughfare, gathering place, and as a unique site for displaying the arts—inviting students to visit an exhibition, attend a concert, and participate in drawing, painting, sculpture, dance, or the performing arts. The main level contains the Empie theatre/auditorium complex, a lecture/recital hall, galleries, class and seminar rooms, the Art Department office and slide library, and studios for drawing, painting, and sculpture. The upper level contains the Music and English Departments, faculty offices, music studios, music and theatre rehearsal rooms and the music listening room, with the department's collection of recordings and scores.

Included in the musical facilities are Steinway grand pianos for performance and teaching and a Schlicker practice organ, as well as numerous practice studios with pianos. The Electronic Music Studio includes sophisticated analog and digital synthesizers and recording equipment.

TREXLER PAVILION FOR THEATRE AND DANCE

The striking Trexler Pavilion for Theatre and Dance, was completed in December 1999, and houses the Department of Theatre and Dance. Architectural features of this contemporary structure include a curved glass wall which encompasses lobbies on two levels and a pedestrian bridge which connects to the Baker Center for the Arts. The building includes three performance spaces: a 365-seat proscenium theatre with balcony, a student-run experimental theatre, and a dance studio theatre. Other building spaces include a costume shop and dressing rooms, rehearsal rooms, a scenery shop, and departmental offices.

REHEARSAL HOUSE

The 10,000 square feet, former TKE house, fully converted into the new “Rehearsal House” for the Department of Theatre and Dance and the Department of Music.

The Rehearsal House, specifically the smaller studio, provides space for coaching sessions between professors and small groups of students outside of regular class time. The Rehearsal House provides the Music Department with offices, a new performance studio, and a new Electronic Music Studio.

The Rehearsal House is more than just a work space. It features a spacious lobby on each floor and seating space around the studio entrances for students to come to study or just hang out. The most surprising new feature will be a circular outdoor amphitheater cut into the front hillside in front of the house, equipped with outdoor lighting for staging performances. The seats will also provide space for students to come to relax on nice days.

J. CONRAD AND HAZEL J. SEEGER'S UNION

J. Conrad Seegers Union provides a hub for integration of the tools for teaching and learning and a venue for educating the whole student. Seegers Union supports the campus in the development of individuals and community through education, socialization, advocacy, and the delivery of services.

Expanded in 2010, the final phase of the Seegers Expansion and Renovation redesigned the Student Life Suite incorporating, Student Activities, Student Leadership Development & Greek Life, Community Service and Civic Engagement. In an effort to create chance encounters, Student Life Suite also incorporated student organization support through SGA, MAC and SHARE offices, a club resource room, lounge, meeting space and project rooms and a Leadership Center.

Seegers Union provides facilities and resources to support programs and conferences focused on supporting the education mission of the college.

The heart of the campus also supports the dining program and is home to five distinctly unique dining operations, a state of the art, centralized production kitchen and a thriving catering program. The new Robert and Ilene Wood Dining Commons offers a high quality restaurant style experience for our community with an incredible dining experienced designed to enhance Muhlenberg's strong sense of community. Housed within the Robert and Ilene Wood Dining Commons, the Food Gallery features the Noshery, our kosher meat and dairy platforms under Star-K Certification. Adjacent to the Campus Restaurant, is the Mule Express program that supports meal plan members only for a quick, fresh meal on the go. Retail operations in Seegers Union include the Generals Quarters, the campus food court featuring diverse meal choices at a variety of food stations, including Sushi, Southwestern, 'Bergers Grill, as well as "kosher to go", and our popular coffee kiosk featuring Starbucks Coffee

Seegers Union is also home to the 'Berg Bookshop, student mailroom, the Student Media Center, Academic Resource, Office of Disabilities Services, Career Development, and Muhlenberg Dining Services.

NEW SCIENCES BUILDING**JOHN V. SHANKWEILER BIOLOGY BUILDING****HARRY C. TREXLER SCIENCES TOWER****PETER S. TRUMBOWER SCIENCE BUILDING**

With the completion of the New Science Building and the complete renovation of Shankweiler, the science facilities at Muhlenberg now match the quality of our students, faculty and reputation for excellence. A “Science Street” runs from Trumbower across the new bridge, through Shankweiler and into the New Science Building. Various research neighborhoods are located along the “street” with clusters of offices, research and teaching labs grouped to facilitate the sharing of instrumentation amongst researchers with common interests. The neighborhoods are centered around a “living room” area where students and faculty can meet and informally continue conversations begun in class as well as share the latest research results.

The 47,362 square foot New Science Building completed in July of 2006 adjoins the 36,400 square foot John V. Shankweiler Biology Building which was completely renovated during the 2006-2007 academic year. The buildings house biology laboratories and biology faculty, chemistry laboratories, mathematics classrooms, a fourth floor green house and the Acopian Center for Ornithology. A main sciences corridor extending from the west end of the New Science Building, through the Shankweiler Building and a new 4,750 square foot Harry C. Trexler sciences tower, connects via raised walkways to the Trumbower Science Building, which houses the Departments of Chemistry, Physics and Mathematical Sciences. In addition to modern laboratories, lecture halls and classrooms, the building contains special student, faculty and research facilities. The seamlessly interconnected complex of science buildings now totals nearly 150,000 square feet.

GEORGE T. ETTINGER BUILDING

The George T. Ettinger Building, renovated during 1990-91, is an academic facility housing the Languages, Literatures & Cultures; Sociology & Anthropology; Political Science; Accounting, Business & Economics; and History Departments. The four-floor structure also houses the Walter and Margaret Berger Learning Center, the Office of Information Technology, numerous computer laboratories, a state-of-the-art language learning center, and the Price-Waterhouse accounting classroom.

FORREST G. MOYER HALL

Forrest G. Moyer Hall, a new four-story academic building, was completed in April 2000. Named for alumnus Forrest G. Moyer, M.D., the building houses the Psychology, Education, Philosophy, and Religion Studies Departments. Included are psychology laboratories, departmental reading rooms, and faculty offices within a two-story atrium. Also located in this facility are the Center for Ethics and Leadership and the Institute for Jewish-Christian Understanding. The main level includes a large forum space to be used for lectures, conferences, and other special events.

THE JOHN A. W. HAAS COLLEGE CENTER

The Haas College Center, formerly the Haas Library, is a campus and community landmark building renovated in 1989-1990. It houses administrative offices including Admissions, Alumni Relations, Financial Aid, Registrar, President’s and Deans’ offices, as well as Business/Finance/Treasurer, Human Resources, and Development offices. The Center contains public spaces including a tiered conference room, several meeting rooms and a spacious lobby used for ceremonial occasions.

LIFE SPORTS CENTER

The Life Sports Center, completed in August of 2004 with a 40,000 square foot, three-level expansion is now the largest building complex on the Muhlenberg campus. The Center is designed to support intercollegiate athletics as well as fitness, recreational, and intramural activities. The new addition includes a large coed weight room, spacious cardiovascular fitness area, coaches’ offices, locker rooms, a new athletic training facility, and a juice bar and food venue.

Included in the new structure are conference rooms, classrooms, and suites for College Health Services and College Counseling Services. This new space is supported by a tournament size basketball court with seating for 3,500; a 32,000

square foot multi-use field house for tennis, indoor jogging and other activities; a six-lane, 25 meter swimming pool; racquetball and squash courts, a Pilates Center, and a wrestling room. A state-of-the-art AstroTurf GameDay Grass 3D synthetic turf field for football, lacrosse, and field hockey and an 8-lane all-weather track are adjacent to the Center. Six new all-weather tennis courts, soccer fields, sandpit volleyball courts and basketball courts are also located on campus.

STUDENT HOUSING

A wide variety of housing experiences are made available for Muhlenberg's student population. Ten residence halls provide traditional dormitory and suite-style living arrangements.

Thirty-one small houses owned by the college located in the adjacent neighborhoods are available to those students who meet the special criteria to live in the Muhlenberg Independent Living Experiences (M.I.L.E.) houses. Completing the housing offerings are four fraternities and three sorority houses.

OTHER CAMPUS FACILITIES

The **John Peter Gabriel House** contains the Muhlenberg Evening College and the Wescoe School of Professional Studies. **Walson Hall**, formerly Old Commons, opened in spring 2002 and is home to WMUH and the Department of Media and Communication. In addition to faculty offices, it contains a television studio, post production facilities and digital laboratories. The **Hoffman House**, renovated in 1997, is host to meetings and other events for Muhlenberg faculty, staff, and guests. The facility includes an all-purpose room, several lounges, a seminar room, a kitchen, and three guest rooms.

OFF-CAMPUS FACILITIES

The **Conrad W. Raker Biological Field Station and Wildlife Sanctuary**, a 40-acre wooded tract situated 15 miles north of the campus, is used by biology classes for field study. A section of Jordan Creek within the preserve provides added opportunity for aquatic biology studies. Students and staff also conduct research on varied aspects of plant and animal biology. The **Lee and Virginia Graver Arboretum**, a 50-acre tract located 20 miles northeast of campus, offers a diverse array of field research and other educational opportunities for Muhlenberg students. Its natural wooded area consists of Pennsylvania native plant species, a wild flower habitat with over 300 species, more than 3,000 rhododendrons, hundreds of azaleas and other broadleaf evergreens and an unusual collection of conifer tree species. It includes a 12-acre research facility which is also used for activities and meetings.

2. MUHLENBERG COLLEGE PROPERTIES

ACADEMIC / ADMINISTRATIVE BUILDINGS

Building	Gross Square Feet	Comments
Baker Center for the Arts	83,429	Constructed 1976
Chew Street		
# 2141 (M.I.L.E. House)	2,401	Purchased 1999
#2144 (Staff Residence)	2,148	College Gift 2000
#2152 (Staff Residence)	2,738	Purchased 2000
#2222 (Public Relations)	3,100	Purchased 1988
#2238 (Hillel)		Purchased 2000
#2238 (Sociology/ Anthropology)		Purchased 1995
#2238 (Combined)	19,684	Renovated/ Addition 2010
#2252 (Multicultural House)	3,726	Purchased 2006
#2601 (Guest House)	2,662	Purchased 2000
#2604 (Staff Residence)	2,500	Purchased 1991
#2160 (Staff Residence)	1,568	Purchased 2004
#2626 (Staff Residence)	2,653	Purchased 2009
Egner Chapel	10,140	Constructed 1930
Ettinger Building	49,400	Constructed 1903
		Reconstructed 1948
		Renovated 1991
Gabriel House	6,390	Constructed 1905
Garage/Paint Shop	6,500	Constructed 1970
Haas College Center	32,984	Constructed 1929
		Renovated 1990
Hoffman House	5,180	Purchased 1959
		Renovated 1996
Liberty Street		
# 2339 (Catholic Chaplaincy)	1,285	Purchased 1986
# 2343 (Catholic Chaplaincy)	1,285	Purchased 2002
# 2345 (Temp Housing)	1,800	Purchased 2002
# 2625 (Staff Residence)	3,500	Purchased 1986
Life Sports Center	165,147	Constructed 1954
		Addition 1982
		Addition 1991
		Addition 2004
Dr. Forrest G. Moyer Hall	44,332	Constructed 2000
N 22 nd Street		
# 221 (Staff Residence)	1,972	Purchased 2007
N 23 rd Street		
# 411 (Staff Residence)	1,898	Purchased 2002
# 425 (Staff Residence)	1,700	Purchased 2003
N 26 th Street		
#316 (Staff Residence)	2,074	College Gift 2000
New Science Building	47,362	Constructed 2006
Ott Street		
#215 (Staff Residence)	1,444	Purchased 2005
#233 (Staff Residence)	2,536	Purchased 2001
Plant Services Building	14,683	Constructed 1904
		Reconstructed 1952
		Addition 1990
		Addition 2003
President's House	4,353	Constructed 1927
		Purchased 1964
		Renovation & Addition 1992

Rehearsal House	10,500	Renovation/ Addition 2010
Seegers Union	98,315	Constructed 1963 Addition 1998 Renovated 1999 Addition 2006 Renovation/Addition 2010
Shankweiler Biology Building	38,373	Constructed 1970 Renovation & Addition 2006
Trexler Library	71,468	Constructed 1988
Trexler Pavilion for Theatre and Dance	44,002	Constructed 2000
Trumbower Science Building	62,685	Constructed 1927 Renovated 1971
Walson Hall	15,664	Constructed 1912 Renovated 1977 Renovated 2002
TOTAL GROSS SQUARE FOOTAGE	873,581	

STUDENT RESIDENCES

Building	Gross Square Feet	Comments
Albright Street		
# 318 (M.I.L.E. House)	2,884	Purchased 1998
# 414 (M.I.L.E. House)	2,106	Purchased 1998
# 428 (M.I.L.E. House)	2,292	Purchased 1998
# 432 (M.I.L.E. House)	1,944	Purchased 1998
Benfer Hall	21,533	Constructed 1965
Brown Hall	50,100	Constructed 1916
Chew Street		
# 2135 (M.I.L.E. House)	2,401	Purchased 2002
# 2137 (M.I.L.E. House)	2,401	Purchased 2001
# 2142 (M.I.L.E. House)	2,700	Purchased 2000
# 2143 (M.I.L.E. House)	1,812	Purchased 2000
# 2145 (M.I.L.E. House)	2,519	Purchased 1995
# 2147 (M.I.L.E. House)	2,669	Purchased 1994
# 2201 (Residence Hall)	22,060	Constructed 2007
# 2206 (M.I.L.E. House)	3,220	Purchased 1987
# 2208 (M.I.L.E. House)	3,100	Purchased 1989
# 2214 (M.I.L.E. House)	1,994	Purchased 1999
# 2216 (M.I.L.E. House)	2,750	Purchased 1992
# 2221 (Alpha Chi Omega, Millerheim)	6,341	Purchased 1959
# 2223 (Phi Sigma Sigma, Henrietta House)	5,515	Purchased 1960
# 2230 (M.I.L.E. House)	1,872	Purchased 1995
East Hall	43,647	Constructed 1903 Renovation/ Addition 2013
Gordon Street		
# 2202 (Delta Tau Delta)	1,458	Purchased 1982
# 2228 (Alpha Epsilon Pi)	3,867	Purchased 1972
# 2235 (M.I.L.E. House)	3,760	Purchased 1996
# 2245 (M.I.L.E. House, Keck House)	5,016	Constructed 1994
Hillside House	9,456	Leased 1994
Leh Street		
#415-419 (M.I.L.E. House)	10,871	Purchased 2000
Liberty Street		
# 2216 (M.I.L.E. House)	2,744	Purchased 1998
# 2241-2243 (M.I.L.E. House)	5,741	Purchased 1994
# 2245 (M.I.L.E. House)	2,632	Purchased 1998
# 2251 (M.I.L.E. House)	3,174	Purchased 1994

3. RESIDENCE CAPACITIES

	Capacity	Fall 2014 Occupancy
RESIDENCE HALLS		
Benfer	115	112
Brown	182	173
East	173	163
Martin Luther	253	226
Robertson	68	68
South	72	72
Prosser	283	276
Taylor	116	107
Walz	191	190
Subtotal	1,453	1,387
MILE/GREEK HOUSING (COLLEGE OWNED)		
MILE	420	418
Augustus/Delta Zeta	13	12
12Henrietta/Phi Sigma Sigma	16	15
Millerheim/Alpha Chi Omega	18	18
330 N 22nd/Phi Mu	5	5
Subtotal	472	468
GREEK HOUSING (NON-COLLEGE OWNED)		
Alpha Tau Omega	24	22
Sigma Phi Epsilon	21	18
Subtotal	45	40
OTHER HOUSING		
Off Campus	150	143
Commuters	30	34
Education Abroad	100	97
Washington Semester	5	5
Subtotal	285	279
TOTAL	2,255	2,174

III. Academic Resources and Technology

1. TREXLER LIBRARY

Trexler Library is the place to study, meet other students, do research (online and in the library) check out books, DVDs, and music, and receive expert assistance with research projects and other information needs.

COLLECTIONS

	Print Books	E-Books	Journal Titles*	Research Databases	A V	Microforms	Gov't Docs.
2009-2010	263,208	238	29,606	53	11,819	138,510	324,662
2010-2011	238,623	22,974	33,385	58	12,070	138,956	325,717
2011-2012	228,710	25,400	38,453	54	12,836	138,343	335,311
2012-2013	230,651	38,809	38,450	59	13,377	137,774	346,448
2013-2014	234,238	78,142	40,762	73	53,148a	139,206	349,305

*Includes both Print and Electronic Titles

a: addition of streaming collections

LIBRARY USE STATISTICS

	Circulation	Reserve Uses	Interlibrary Loan		Research Consultations	Library Instruction
			Borrowed	Loaned		
2009-2010	27,046 a	27,046	7,411	2,050	1,165	259 / 3,932
2010-2011	25,219	18,376	8,855	2,913	1,289	288 / 4,553
2011-2012	24,236	32,068	7,530	1,846	1,470	291 / 4,490
2012-2013	20,461	35,377	6,509	1,701	1,055	294 / 4,656
2013-2014	20,129	39,873	7,473	1,891	1,068	280 / 4,638

NOTES:

a: Circulation Statistics are currently being regularized to provide better statistics

HOURS OF OPERATION PER YEAR

Academic semester	105 hrs/wk
Break periods	40 hrs/wk
Summer session	70 hrs/wk
During Finals	24 hrs (open continuously)

Flexible spaces throughout Trexler Library enable group study, silent research, social learning and interactive activities. Additionally, the library now offers fresh brewed Starbucks Coffee. Information services include one-on-one research appointments, citation consultations, library instruction, and walk-in, and e-mail reference services. Librarians throughout the library work with students, faculty, staff, and community members to provide programs that highlight the collections and facilitate intellectual engagement in research and conversation. The library also serves as a Federal Depository Library and provides local residents and the campus community with access to government publications. Whether visiting the library physically or virtually, the library supports a wide variety of resource types, including books, journals, maps, audio/visual materials, and music scores. The library is developing a robust movie collection and digital reproductions of unique collections.

Highlights of the library include an Information Commons and an Information Consultation Center. The Information Commons offers high-end multimedia development workstations for taking research from project conception, through production, and into presentation. The Information Consultation Center brings the Public Outreach and Information Literacy Librarians together with the Writing Center tutors to provide one central location for shared consultations. The full library is equipped with wireless access. The Special Collections are designated as a “We the People” collection for the extensive Pennsylvania Dutch works and have received international recognition for the ancient papyri collection.

2. MARTIN ART GALLERY

The Martin Art Gallery provides the Muhlenberg and Lehigh Valley communities with the opportunity for increased understanding of the visual arts, art history, and cultural diversity through the display of the College’s impressive permanent collection as well as through special exhibitions of work by contemporary artists, art faculty, or in collaboration with other art institutions. The Gallery’s year-round exhibition schedule is enhanced by gallery talks, artist receptions, and cross-curriculum programs. It occupies a prominent location on campus in the Baker Center for the Arts, a striking arts facility designed by renowned American architect, Philip Johnson.

The permanent collection consists of the Tonner Collection, more than 1,700 works-on-paper that range from 16th- century European masters such as Albrecht Durer to 19th-century American artists such as James Abbott McNeill Whistler and Mary Cassatt. Also part of the collection is a complete 20-volume set (more than 700 images) of Edward S. Curtis’s photogravures, *The North American Indian*, and contemporary paintings, prints, sculpture, and photography. Some of the 20th-century artists whose work is represented in the collection include Imogen Cunningham, Richard Anuskiewicz, Robert Rauschenberg, Mark di Suvero, and Harry Bertoia.

Information about the Martin Art Gallery is accessible at www.muhlenberg.edu, www.facebook.com/martinartgallery or by calling 484.664.3467. All Gallery exhibitions and programs are free and open to the public. Hours are Tuesdays through Saturdays, noon to 8:00PM. and morning hours by appointment. Closed during major holidays and semester breaks.

3. ACADEMIC RESOURCE CENTER

The Academic Resource Center offers assistance to all students through its award-winning peer tutoring program and professional Learning Specialists. Peer support includes first-year Transition Workshops, the Learning Assistants in the Classroom initiative, content workshops, and small group tutoring. Individual academic assistance is offered by tutors and professional Learning Specialists. The College Reading and Learning Association has certified Muhlenberg’s Peer Tutoring Program to the Master Tutor level since 1993. Each year, over 300 Peer Tutors are available in most subjects, including Dance and Stage Design. Individual and group tutoring is provided on a weekly basis with no cost to the enrolled student.

Most fall semesters, we train up to 20 students to become Learning Assistants in the classroom by offering a full unit course titled Adult Personal and Cognitive Development: Implications for Instruction (PSY 305). These Learning Assistants are placed in gateway classes to assist students as they begin the transition to self-regulated learning. They provide students with sound meta-cognitive practices and strategic learning skills for the specific course. In addition, we offer first-year students Transition Workshops. These are conducted in the evening by peer Transition Mentors and include such topics as time management, critical reading, test preparation, note-taking skills memory strategies, and self-motivation.

Throughout the entire academic year, we offer more than 40 content-specific workshops in many subjects. These workshops meet in the evenings, generally for two hours, and are conducted by workshop tutors or Peer Learning Assistants who work collaboratively with the instructors. Most semesters, we offer workshops in Calculus, Physics, Biology, Chemistry, Financial Accounting, Psychological Statistics, Music Theory, and Statistical Methods. Other workshops can be arranged by student or faculty requests. Students who prefer to work individually to develop their strategic learning may make appointments with one of three Learning Specialists, and students with disabilities that impact cognition are strongly encouraged to use this service on a regular basis.

4. WRITING CENTER

The Writing Center, located on Level A of the library, provides students with drop-in tutorial sessions in which tutors help students develop their ideas, improve their organization, and refine matters of style and delivery. Tutors are students selected through faculty recommendation, interview and portfolio. They are trained in a semester-long course on writing pedagogy and by apprenticeship to experienced tutors.

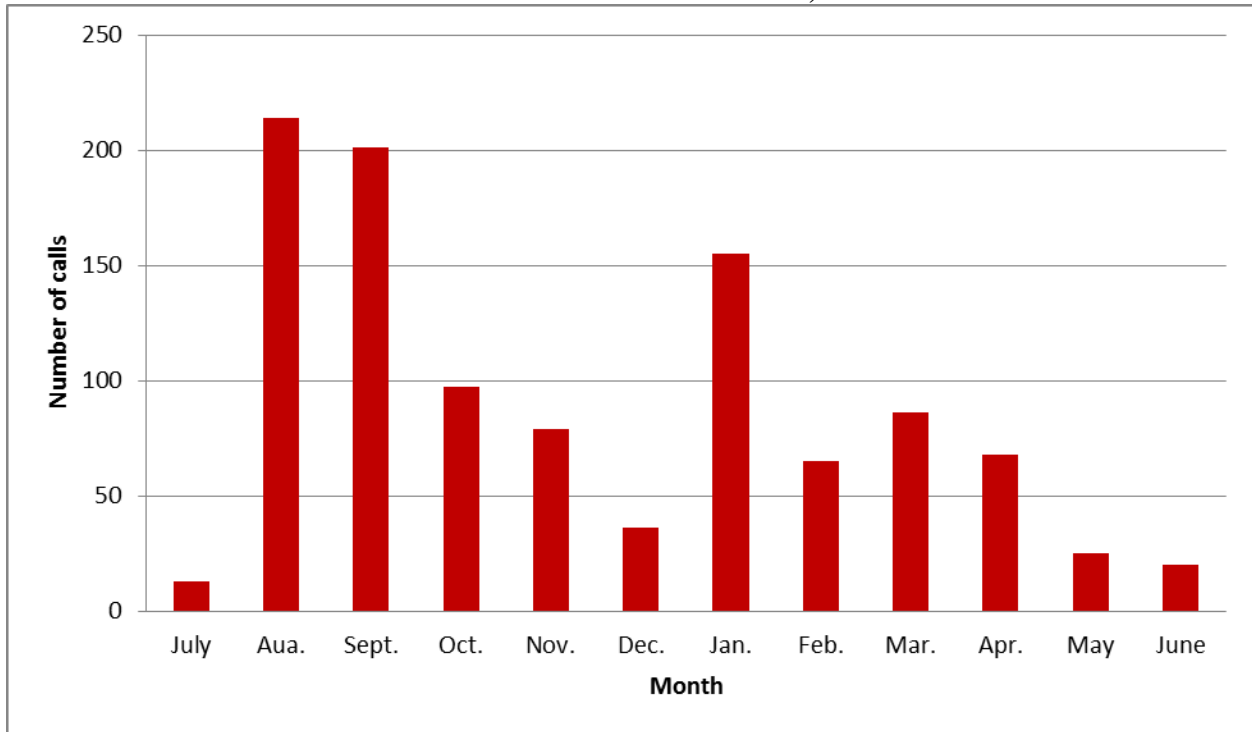
The Writing Assistants Program puts tutors in the classroom. WA's are assigned to first-year seminars where they work closely with the professor to help students make the transition from high school to college writing and learning. They attend all classes and meet one-on-one with students several times during the semester to work on writing assignments.

The Writing Associates Program links a Writing Center tutor with a writing-intensive (W) course at any level beyond the first-year seminar. The writing associate meets with students in the course about their papers but does not attend classes. Ideally, he or she is a major in the discipline and (best case scenario) has already taken this course with the professor with whom he or she is working. Faculty interested in having a writing associate should contact Jill Stephen or David Rosenwasser.

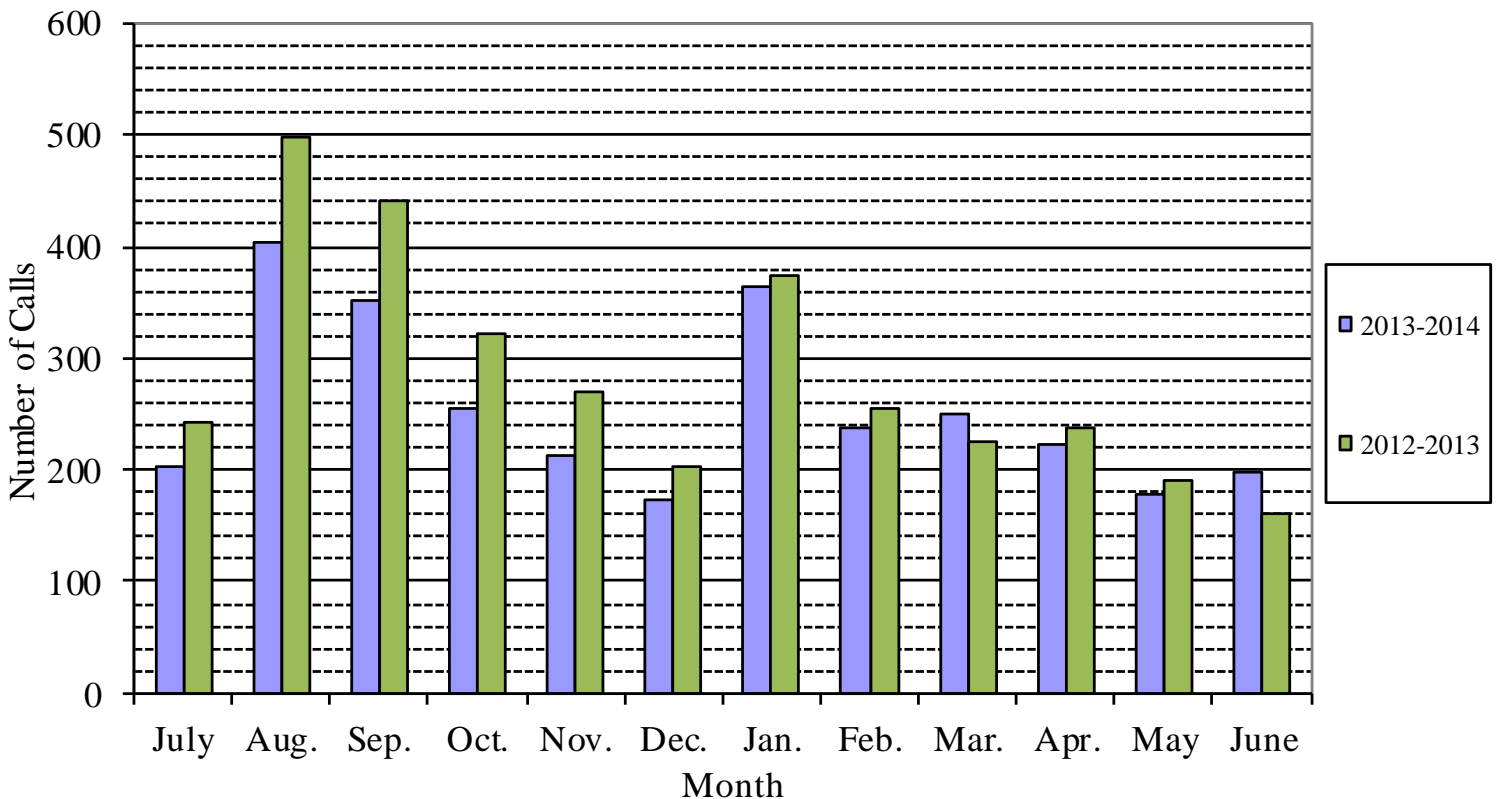
The Writing Mentors Program provides weekly individual tutorial sessions for students who may benefit from more consistent, in-depth support. Mentoring arrangements are made by contacting Emily Stockton-Brown the Assistant Director of the Writing Center, or Wendy Cole, Director of the Academic Resource Center.

5. INFORMATION TECHNOLOGY

CALLS TO STUDENT HELP DESK, 2013-2014



CALLS TO FACULTY-STAFF HELP DESK BY FISCAL YEAR



6. THE CAREER CENTER

Contact: Alana Albus, Director, Lower Level, Seegers Union, ext. 3170

The Career Center promotes career development by encouraging students to integrate their academic and co-curricular experiences and Empowering them to:

EXPLORE – increase awareness of interests, skills, and values; gather information and experience to assist with informed decision making; promote curiosity about the world in anticipation of lives of leadership and service.

PREPARE – develop tools, strategies, skills, and knowledge related to goals; improve ability to understand and communicate the value of an aggregate Muhlenberg experience; consider the challenges of college to career transition and plan for lifelong learning to proactively manage a successful career path.

CONNECT – network with and obtain information from professionals, organizations, alumni, and other resources that will help meet career goals; confidently demonstrate the ability to connect the campus and classroom experiences to the world beyond Muhlenberg.

To support its mission, the Center offers numerous programs and services for students.

The Career Center targets first-year students for many of its programs since exploration and planning are recommended over a four-year timeline. Students are encouraged to visit the Center as early as possible and individual appointments are available with the career counselors. In these sessions, students may choose to discuss topics such as choosing majors, determining career goals, or finding a job or internship.

Among the programs offered are those that expose students to working professionals and the world beyond college. Discussions with guest speakers during events, such as “Alumni in the Spotlight”, give students the chance to learn about a variety of career fields. Career Panels and networking events enable students to meet and gain advice from alumni in careers ranging from banking and writing to research and teaching. Students may participate in the Muhlenberg Shadow Program which links students with alumni or other professionals for an on-site visit.

The Career Center regularly holds workshops on topics such as choosing a major, writing graduate school essays, resume writing, developing job search strategies, finding summer jobs/internships, networking, and college-to-career transition. “Dine for Success,” mock interviews, career road trips and alumni career panels are just a few of the innovative programs that prepare students and provide pertinent information. A comprehensive “Gearing Up for Graduate School” series provides students with necessary information to be competitive in the application process.

Internships are available for students seeking work experience related to their career interests. These are listed in “Career Connections”, the Center’s online database to which all students have an account. Part-time, off-campus, and summer job opportunities are **displayed on the Center’s bulletin board in Seegers Union**. The Career Center takes an active approach to helping students identify potential employers. Each year, representatives from a variety of fields come to campus to interview students for full-time employment and internships. Hundreds of positions are entered into the Career Connections database each year for students to access. In addition, links on the Career Center’s web page (www.muhlenberg.edu/careercenter) help students learn about other opportunities. Internship and job fairs are held both on- and off-campus each year.

IV. Finance

1. STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS (ACTUAL)

	2013	2014
REVENUE		
Student Tuition & Fees	94,435,210	
Less: College Funded Scholarships	(31,791,886)	
Net Tuition & Fees	62,643,324	
Gifts & Private Grants	2,633,424	
Endowment Income	4,575,177	
Endowment Gains (Losses) & Gains from Spending Policy	2,385,454	
Auxiliary Enterprises	20,805,094	
Other Sources	8,954,672	
SUBTOTAL	101,997,145	
NET ASSETS RELEASED FROM RESTRICTIONS	5,105,215	
TOTAL REVENUE	107,102,360	
EXPENSES		
Instruction & Research	39,505,983	
The Wescoe School	2,057,616	
Library	3,103,575	
Student Services	9,683,906	
General Administration	5,745,334	
Gen. Institutional Exp.	9,952,283	
Depreciation	8,273,868	
Auxiliary Enterprises	10,929,488	
TOTAL EXPENSES	89,252,053	
INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS	17,850,307	
CHANGE IN TEMPORARILY RESTRICTED NET ASSETS		
Private Gifts, Bequests and Grants	1,396,082	
Endowment Income	1,916,761	
Endowment Gains (Losses)	5,370,562	
Other Sources	666,607	
Net Assets Released From Restrictions	(5,102,904)	
INCREASE (DECREASE) IN TEMPORARILY RESTRICTED NET ASSETS	4,247,108	
CHANGE IN PERMANENTLY RESTRICTED NET ASSETS		
Private Gifts, Bequests & Grants	1,840,044	
Endowment Income	158,404	
Net Change in Beneficial Interest in Perpetual Trusts	584,285	
Depreciation	(2,311)	
INCREASE (DECREASE) IN PERMANENTLY RESTRICTED NET ASSETS	2,580,422	
INCREASE (DECREASE) IN NET ASSETS		
NET ASSETS		
Beginning of Year	325,873,352	
End of Year	250,551,189	

2. ACTUAL REVENUE AND EXPENSES, PERCENTAGE

	2013	2014
PERCENT OF REVENUES		
Net Tuition & Fees	58.49%	
Gifts & Private Grants	2.46%	
Endowment Income	4.27%	
Endowment Gains (Losses & Gains) From Spending	2.23%	
Auxiliary Enterprises	18.92%	
Other Sources	8.36%	
SUBTOTAL	94.43%	
Net Assets Released From Restrictions		5.57%
PERCENT OF EXPENSES		
Instruction & Research	44.26%	
The Wescoe School	2.31%	
Library	3.48%	
Student Services	10.85%	
General Administration	6.44%	
General Institutional Expenses	11.15%	
Depreciation	9.27%	
Auxiliary Enterprises	12.24%	

3. ENDOWMENT STATISTICS, DOLLAR AMOUNTS BY FISCAL YEAR

	2009-10	2010-11	2011-12	2012-13	2013-14
OPENING BALANCE IN THOUSANDS	115,693	126,482	150,241	149,467	
Gifts and Bequests	1,928	3,086	4,080	2,464	
Earned Income	1,761	3,157	3,559	7,778	
Realized Net Gain (Loss) on Sale of Investments	(7,355)	759	6,320	959	
Income Used, Operations	(5,307)	(5,543)	(5,935)	(6,289)	
Endowment Management and Associated Expenses	(299)	(295)	(310)	(327)	
Unrealized Gain (Loss)	16,658	20,252	(11,933)	4,591	
Net, all transfers and deductions	3,403	2,343	3,445	30,069	
CLOSING BALANCE	126,482	150,241	149,467	188,712	

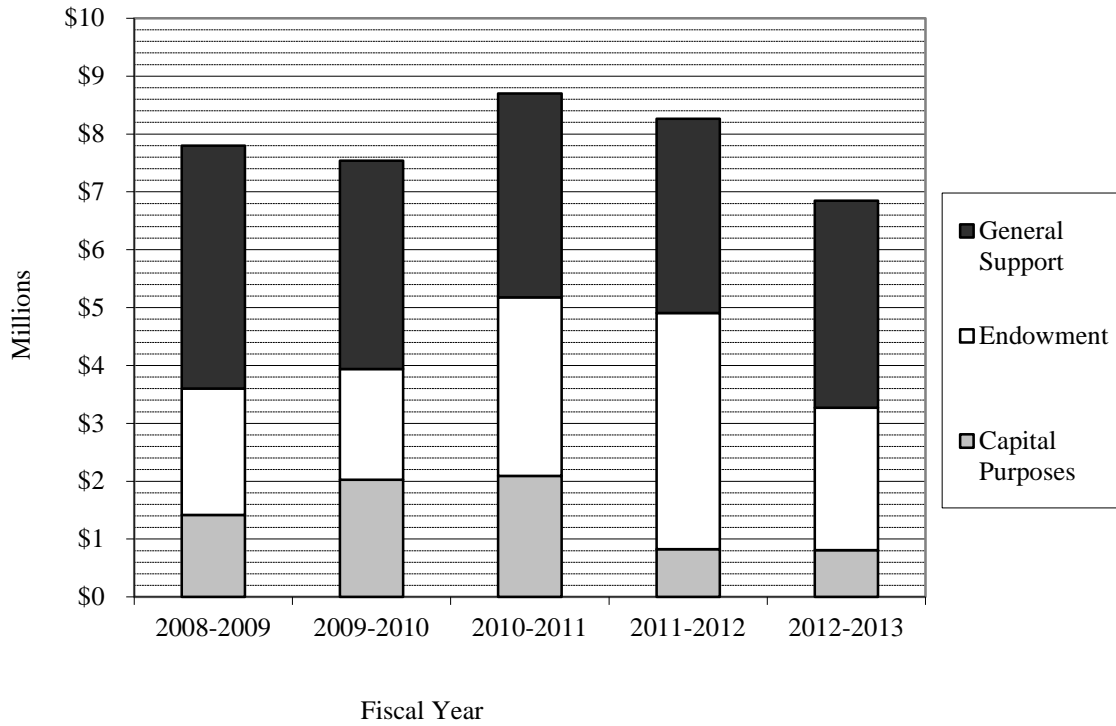
4. ANNUAL PRIVATE GIFTS, DOLLAR AMOUNTS BY FISCAL YEAR

	2009-10	2010-11	2011-12	2012-13	2013-14
TOTAL CASH GIFTS IN THOUSANDS					
For Capital Purposes	\$2,028	\$2,089	\$825	\$806	
For Endowment	\$1,928	\$3,086	\$4,080	\$2,464	
For General Support	\$3,601	\$3,523	\$3,356	\$3,576	
Unrestricted	\$1,861	\$1,953	\$1,934	\$2,086	
Restricted	\$1,740	\$1,570	\$1,422	\$1,490	
TOTAL	\$7,537	\$8,698	\$8,261	\$6,846	

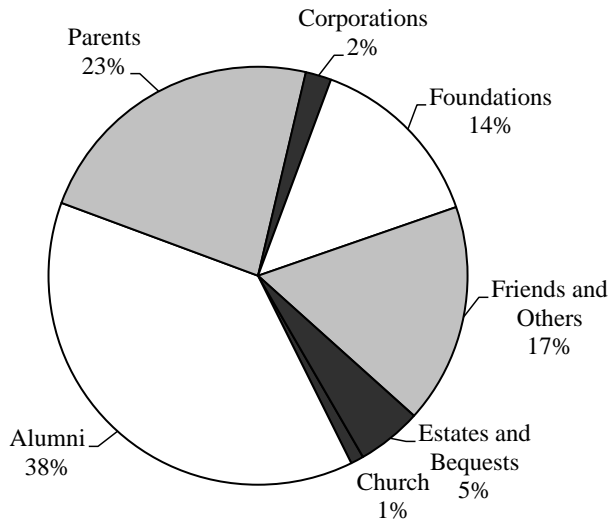
5. ANALYSIS OF GENERAL SUPPORT GIFTS, PERCENTAGES BY FISCAL YEAR AND SOURCE

	2009-10	2010-11	2011-12	2012-13	2013-14
Church	1%	1%	0%	0%	1%
Alumni	36%	28%	29%	34%	38%
Parents	16%	9%	11%	14%	23%
Corporations	5%	2%	3%	3%	2%
Foundations	24%	16%	20%	16%	14%
Friends and Others	11%	6%	9%	15%	17%
Estates and Bequests	7%	38%	28%	18%	5%

6. *GRAPH: ANNUAL PRIVATE GIFTS BY FISCAL YEAR AND COMPONENT*



7. *GRAPH: GENERAL SUPPORT GIFTS, 2014-2015 BY SOURCE*



8. SELECTED MAJOR GRANTS

2010	Anonymous Endowment for the Acopian Center	\$50,000
	Anonymous Endowment for scholarships	\$50,000
	Century Fund Scholarships	\$50,000
	Davenport Family Foundation Trumbower Science Building	\$225,000
	Governor's Urban Academy Teacher in-service conference	\$133,802
	NSF-STEP Scholarships for science majors	\$539,000
	Sentience Foundation Undergraduate research experiences and Brain Camp, a summer camp For high school students run by Muhlenberg College	\$40,000
2011	Commonwealth of PA – Redevelopment and Capital Project for Science Building	\$1,200,000
	Sentience Foundation Undergraduate research experiences and Brain Camp, a summer camp for high school students run by Muhlenberg College	\$45,000
	Stabler Foundation Endowment for scholarships	\$1,000,000
	William Randolph Hearst Foundation Undergraduate scholarship endowment	\$100,000
2012	Dexter F. and Dorothy H. Baker Foundation Scholarships, Summer Music Theatre, Artists Residencies and Graduation Awards	\$56,900
	The Century Fund Scholarships	\$50,000
	National Science Foundation Undergraduate Research support	\$54,000
	Oak Foundation Programmatic support for the Academic Resource Center and Services for students with learning differences	\$500,000
	Sentience Foundation Undergraduate research experiences and Brain Camp, a summer camp for high school students run by Muhlenberg College	\$40,000

2013	The Andrew Mellon Foundation General Curriculum and Digital Technologies Development Grant	\$100,000
	The Century Fund Scholarships	\$50,000
	Dexter F. and Dorothy H. Baker Foundation Scholarships and Artist-in-Residence Program	\$63,000
	The Donald B. and Dorothy L. Stabler Foundation Endowment for Scholarships	\$400,000
	The George Alden Trust Trumbower Lab 210 Renovation	\$125,000
2014	The Andrew Mellon To support six interconnected initiatives aimed at globalizing the curriculum, increasing student study abroad opportunities, and strengthening faculty scholarship in the liberal arts	\$428,000
	The Century Fund Scholarships	\$50,000
	Dexter F. and Dorothy H. Baker Foundation Scholarships, Artist-in-Residence Program and Summer Music Theatre	\$53,000
	The Sentience Foundation Undergraduate research experiences and Brain Camp, a summer camp for high school students run by Muhlenberg College	\$40,000
	The William Morris Foundation Scholarships	\$50,000

PERSONNEL

I. Organization

1. CHAIRMEN OF THE BOARD OF TRUSTEES

The Honorable Robert E. Wright	1867 - 1868	George B. Balmer	1951 - 1960
		LLD.	
Frederick A. Muhlenberg	1868 - 76, ex officio	Dr. Lester E. Fetter	1960 - 1972
AB, Jefferson College, 1836; AM, Princeton		AB, Muhlenberg College, 1935; DD.	
Theological Seminary, 1838; DD, Pennsylvania			
College, 1867; LLD, Franklin & Marshall			
College, 1881; LLD, Muhlenberg College, 1881.			
Rev. William Rath	1876 - 1886	Paul C. Empie	1972 - 1979
AM, Gettysburg College.		DD, LHD, LLD, ThD.	
George F. Spieker	1886 - 1894	John A. Deitrich	1979 - 1987
AB, Baltimore City College, 1863; AM,		BS, Muhlenberg College, 1935; MBA, Harvard	
Philadelphia Theological Seminary, 1867; DD,		University, 1950; ScD, Muhlenberg College,	
Roanoke College, 1887.		1987.	
<i>Professor of Hebrew</i>		Wayne R. Keck	1987 - 1994
Rev. Stephen A. Repass	1894 - 1896	BS, Muhlenberg College, 1944; DH,	
AB, Roanoke College, 1866; DD, Philadelphia		Muhlenberg College, 1994.	
Theological Seminary, 1869.		David M. Long, Jr.	1994 - 2002
<i>Professor of Christian Evidences</i>		BS, Muhlenberg College, 1951; MS, Hahnemann	
Hon. Gustav A. Endlich	1896 - 1910	University, 1954; MD, Hahnemann University,	
LLD.		1956; PhD, University of Minnesota, 1965.	
Major Enos R. Artman	1910 - 1913	John M. Heffer	2002 - 2005
Dr. Reuben J. Butz	1913 - 1951	BA, University of Pennsylvania, 1968.	
AB, Muhlenberg College, 1887; LLD.		Richard F. Brueckner	2005-2013
		AB, Muhlenberg College, 1971.	
		Richard C. Crist, Jr.	2013-Present
		AB, Muhlenberg College, 1977.	

2. THE BOARD OF TRUSTEES

OFFICERS OF THE BOARD, 2014-2015

Mr. Richard C. Crist '77	Chair
Ms. Karen Wagoner '71	First Vice Chair
Ms. Tammy Bormann '83	Second Vice Chair
Mr. Jeffrey Porphy '89	Third Vice Chair
Mr. Richard P. Romeo. '79	Secretary

TRUSTEES

Mr. Eric Berg '78	Dr. Peyton R. Helm, <i>President</i>
Mr. Kim Bleimann '71	Mr. Jeffrey Hoffman P'10
Ms. Sandra L. Smith Bodnyk '73	Nancy Hutton M.D. '75
Ms. Tammy L. Bormann '83, P'16	Ms. Sandra Schuyler Jaffee P'04
Lance R. Bruck M.D. '89	Rev. Wilma Kucharek
Rev. Claire S. Burkat	Mr. John D. "Jack" Ladley '70
Ms. Linda M. Speidel Cenci '75, P'06	Mr. N. Dante LaRocca '78
Dr. Cecilia A. Conrad	Ms. Beatrice O'Donnell, P'10
Mr. Richard C. Crist '77, P'05, P'09	Mr. Douglas J. Peebles '87
Ms. Beth M. Adderly Evans '92	Mr. Jeffrey Porphy '89
Mr. Stuart Freiman '75	Mr. Richard P. Romeo '79
Mr. Gerald A. Galgano '80, P'11, P'14	Dr. John B. Rosenberg '63
Ms. Marion Glick '82	Mr. Arthur Scavone '81
Dr. Wilson F. Gum, Jr. '61	Ms. Donna Bradley Tyson '78
Ms. Julie Pfanstiehl Hamre '72	Ms. Karen White Wagoner '71
Mr. John M. Heffer P'96	Rev. Samuel Zeiser

LIFE TRUSTEES

Mrs. Dorothy H. Baker	Mr. Lawrence A. Greene, Jr.
Paul C. Brucker M.D. '53, GP'09	Mr. Donald T. Shire P'90
Mr. H. Warren Dimmig '42	Rev. Dr. Harold Weiss '52

TRUSTEES EMERITI

Arthur A. Altman, M.D. '53, P'84, GP'13	Mr. David J. Nowack '67
Mr. Edward M. Davis, Jr. '60	Ms. Susan Kienzle Pobjoy '73
Ms. Susan E. Ettelma Eisenhauer '77	Mr. Joseph B. Scheller
Dr. Lona M. Farr '62, P'94	Rev. Eric C. Shafer '72
Mr. Gregory J. Fox '76	Mr. Paul A. Silverman '78
Ms. Melanie R. Mika Mason '83	Mr. James A. Skidmore, Jr. '54
Mr. William D. Miers '49, GP'97	Ms. Joan S. Triano '81

EXECUTIVE COMMITTEE OF THE BOARD

Mr. Eric Berg
 Ms. Tammy L. Bormann '83, P'16
Second Vice Chair
 Mr. Richard C. Crist '77, P'05, P'09
Chair
 Ms. Julie Pfanstiehl Hamre '72
 Dr. Peyton R. Helm
President
 Ms. Sandra Schuyler Jaffee P'04

Mr. John D. "Jack" Ladley '70
 Mr. Jeffrey Porphy '89
Third Vice Chair
 Mr. Richard Romeo
Secretary
 Dr. John B. Rosenberg '63
 Mr. Arthur A. Scavone '81
 Ms. Karen Wagoner '71
First Vice Chair

BOARD OF OBSERVERS

Glenn T. Ault M.D. '87
 Mr. Timothy A. Birch '80
 Ms. Sandra L. Smith Bodnyk '73
 Mr. Scott Burke '00
 Brad J. Cohen M.D. '82
 Ms. Jacqueline Tibbs Copeland '69
 Mr. Stephen P. Crane '77
 Mr. Kyle David '05
 Mr. John H. Dean '78
 Alan H. DeCherney M.D. '63
 Ms. Donnalee A. DeMaio-Bijou '81
 Mr. William P. Douglass '59
 Mr. David J. M. Erskine '68, P'03
 Mr. Robert E. Friedman '84
 Mr. V. James Galgano '78, P'08
 Mr. Bruce E. Gover, Jr. '02
 Mr. Alan B. Gubernick '83
 Mr. Eric H. Hildenbrand '00
 Ms. Nancy Prentis Hoffman P'10
 Dr. Jeannette R. Ickovics '84
 Ms. Carolyn S. Ikeda '76
 Mr. Lawrence A. Jacobs P'15

Hon. Jan R. Jurden '85
 Mr. Jeffrey D. Koehler '79
 Ms. Melissa Morrow Legouri '02
 Ms. Linda L. Letcher '81
 Mr. Joshua A. Lindland '98
 Mr. Garry Lischin P'12
 Carey M. Marder M.D. '68, P'06
 Mr. Alfred P. McKeon '85, P'15
 Mr. John C. Oberle '81, P'12, P'15
 Ms. Annie Potts P'14
 Lucy J. Puryear, M.D. '81
 Mr. Alan C. Routh P'13
 Mr. Gil Rudolph P'10
 Mr. Neil J. Sandler P'14
 Mr. Brian J. Schulte '80
 Rev. Eric C. Shafer '72
 Mr. David S. Silber '98
 Mr. Mitchell J. Slater '83
 Ms. Nancy A. Thornberry '79
 Ms. Mara S. Saperstein Weissmann '82
 Mr. Taras Zawarski '76
 Mark E. Zuckerman, M.D. '78

3. SENIOR STAFF (REPORTING TO THE PRESIDENT) ORGANIZATION AND RESPONSIBILITIES

Rebekkah Brown, Vice President for Development & Alumni Relations

Gifts and grants; prospect research; capital campaign; planned giving; annual giving; alumni relations; corporate and foundation relations.

Michael S. Bruckner, Vice President for Public Relations

Media and community relations; campus-wide and public events (i.e., convocations and commencement); publications; advertising; radio station; Board of Associates; Woman's Auxiliary; bookstore.

Kent A. Dyer, Chief Business Officer & Treasurer

Endowment policy and performance; financial planning; asset management; business affairs; payroll; receivables; purchasing; budget preparation and monitoring; property acquisition; risk management; information and technology services; general services; added responsibility in facilities and plant operations.

Karen Green, Vice President for Student Affairs

Residential services; student counseling; health services; judicial board; student government; student activities; athletics and fitness programs; campus safety and security; fraternities and sororities; community service programs; summer conferences; deputy president; Seegers Union including events calendar, food services.

Christopher Hooker-Haring, Dean of Admissions & Financial Aid

Enrollment projections; admissions and recruitment; student financial aid; school and campus visitation programs.

Callista Isabelle, Chaplain

Campus religious life; Chapel Christian worship; coordinate efforts with Roman Catholic and Jewish ministry affiliates; Opening Convocation.

John G. Ramsay, Provost

Academic programs, policies, and curriculum; academic records; faculty recruitment, development, evaluation, promotion, and tenure review; academic department budgets; Institute for Jewish-Christian Understanding; added responsibility for Wescoe School.

4. MANAGERS REPORTING DIRECTLY TO SENIOR STAFF, AND RESPONSIBILITIES

Rebekkah Brown, Vice President for Development & Alumni Relations

Kimberly Anderson, Director of Muhlenberg Fund & Development Services

Deborah J. Kipp, Associate Vice President for Development

Natalie Hand, Director of Alumni Relations

Michael S. Bruckner, Vice President for Public Relations

Michael Falk, Sports Information Director

Jillian Lowery, Director of College Communications

Karen Normann, Manager of the 'Berg Bookstore

Joseph Swanson, WMUH Station Manager

Kenneth P. Butler, Executive Assistant to the President

Kent A. Dyer, Chief Business Officer & Treasurer

Michael H. Brewer, Director of Plant Operations

Jason Feiertag, Assistant Treasurer

Elizabeth M. Lees, Director of Purchasing

Harry E. Miller, Director of the Office of Information Technology

Linda Nemes, Administrative Assistant to the Treasurer

Ellen Pothering, Controller

Davis Rabold, Capital Projects Manager

Anne Speck, Vice President, Human Resources

Karen Green, Dean of Students

Brynnmarie Dorsey, Director of the Student Health Center

Glenn Gerchman, Director of Student Union and Campus Events

Robert Gerken, Director of Campus Safety

Corey Goff, Director of Athletics

Beth Halpern, Director of Community Service and Civic Engagement

Christopher Jachimowicz, Director, of Student Leadership Development & Greek Affairs

Anita Kelly, Director of Counseling Services

Beverly MacEwan, Director of Student Activities

Jane Schubert, Judicial Officer, Associate Dean of Students

Janette M. Schumacher, Director of Residential Services

Christopher Hooker-Haring, Dean of Admission & Financial Aid

Cynthia Amaya Santiago, Senior Associate Director of Admission, Coordinator of Multicultural Recruitment

Sonya Conrad, Senior Assistant Director of Admission

Melissa Falk, Associate Dean of Admission and Financial Aid

Nicole Duggan, Assistant Director of Admission

Gregory Mitton, Associate Dean of Admission, Director of Financial Aid

Kim Nguyen, Assistant Director of Admission, Coordinator of International Student Recruitment

Kimberly Stolarik, Senior Associate Director of Admission

Eric Thompson, Assistant Director of Admission

Callista Isabelle, Chaplain

John G. Ramsay, Provost

Kathryn Burke, Gallery Coordinator

Kathleen Haring, Dean for Institutional Assessment and Academic Planning; Professor, Psychology

Tina Hertel, Director, Trexler Library

Jane Hudak, Dean, of Wescoe School

Donna Kish-Goodling, Professor – Economics; Dean Global Education

Peter Pettit, Director of the Institute for Jewish-Christian Understanding

Michael Huber, Dean of Academic Life

Deborah Tante-Horan, Registrar

5. CHIEF EXECUTIVE OFFICERS OF THE COLLEGE

PRINCIPALS OF ALLENTOWN SEMINARY

Reverend Christian R. Kessler	1848 – 1855	Reverend William Phillips, AM	1857 – 1859
Reverend William M. Reynolds, DD	1855 – 1857	Reverend William R. Hofford, AM	1859 – 1864

PRESIDENT OF THE ALLENTOWN COLLEGIATE AND MILITARY INSTITUTE

Reverend M. L. Hofford 1864 – 1867

PRESIDENT OF THE ALLENTOWN COLLEGIATE INSTITUTE

Reverend Samuel K. Brobst 1867 – 1867

PRESIDENTS OF MUHLENBERG COLLEGE**Frederick Augustus Muhlenberg** 1867 – 1876

AB, Jefferson College, 1836; AM, Princeton Theological Seminary, 1837-38; DD, Pennsylvania College, 1867; LLD, Franklin & Marshall College and Muhlenberg College, 1881.

J. P. Benjamin Sadtler 1877 – 1885

AB, Pennsylvania College, 1842; Theological Seminary at Gettysburg; DD, Pennsylvania College, 1867.

Theodore Lorenzo Seip 1886 – 1903

AB, Pennsylvania College, 1864; AM, Pennsylvania College, 1867; DD, University of Pennsylvania, 1886.

William Wackernagel 1903 – 1904*Acting President*

AM, Muhlenberg College, 1881; DD, University of Pennsylvania, 1883; LLD, Muhlenberg College.

John A. W. Haas 1904 – 1936

AB, University of Pennsylvania, 1884; AM, Lutheran Seminary at Mt. Airy; University of Leipzig; DD; LLD.

Robert C. Horn 1936 – 1937*Acting President*

AB Muhlenberg College; AM, PhD, University of Pennsylvania, 1926; LittD, Muhlenberg College.

Levering Tyson 1937 – 1951

AB, Gettysburg College, 1910; AM, Columbia University, 1911; LittD, Gettysburg College, 1930; LLD, Lehigh University, 1937; LLD, Franklin & Marshall College, 1939; LLD, Moravian College & Theological Seminary, 1942.

Quintity 1951 – 1952

Five-man Committee shared responsibilities of the presidency: Attorney George B. Balmer, President of the Board; Howard M. MacGregor, Treasurer; Sherwood Mercer, Dean; Morris S. Greth, Professor of Sociology and Clergyman; Luther J. Deck, Professor of Mathematics.

Morris S. Greth 1952 – 1953*Acting President*

AB, Muhlenberg College, 1922; BD, Lutheran Theological Seminary at Philadelphia, 1926; AM, University of Pennsylvania, 1924; PhD, University of Pennsylvania, 1930; LittD, Muhlenberg College, 1953.

J. Conrad Seegers 1953 – 1961

AB, Muhlenberg College, 1913; AM, Columbia University, 1916; PhD, University of Pennsylvania, 1930; LittD, Muhlenberg College, 1940; LLD, Lafayette College, 1953; LLD, Temple University, 1954; LHD, Franklin & Marshall College, 1955; LHD, Wagner College, 1957.

Erling N. Jensen 1961 – 1969

BA, Drake University, 1932; MA, Columbia University, 1933; PhD, Iowa State University, 1947; LittD, Lafayette College, 1962; LLD, Muhlenberg College, 1969; LLD, Drake University, 1969; LLD, Lehigh University, 1969.

John H. Morey 1969 – 1984

AB, College of Wooster; MA, PhD, Cornell University.

Jonathan C. Messerli 1984 – 1992

BS, Concordia College, 1949; MA, Washington University, 1952; PhD, Harvard University, 1963; LLD, Concordia College, 1981.

Arthur R. Taylor 1992 – 2002

BA, Brown University, 1957; MA, Brown University, 1961; HHD, Bucknell University, 1975; LLD, Mount Senario College; LHD, Rensselaer Polytechnic Institute, 1975; LHD, Simmons College, 1975; HHD, Allentown College of St. Francis de Sales, 1991.

James Steffy 2002 – 2003

Curtis Institute of Music, 1954; BS, West Chester University 1956; M.Ed., Pennsylvania State University, 1959.

Peyton R. Helm 2003 – present

BA, Yale University, 1970; Ph.D. University of Pennsylvania, 1980.

6. CHIEF ACADEMIC OFFICERS OF THE COLLEGE

Reverend Edward J. Koons

Vice President 1867 – 1869
 AB, Pennsylvania College, 1859; AM. *Professor of Mathematics, Astronomy, Physics, and Geology*

Christian Pretz

Secretary 1869 – 1870

Jonathan Reichard

Treasurer 1870 – 1883

Reverend Reuben Hill

Treasurer 1883 – 1884
 AM, Pennsylvania College, 1852; DD, Muhlenberg College, 1892.

Reverend Charles J. Cooper

Treasurer 1884 – 1904
 AB, Pennsylvania College, 1867; AM, Philadelphia Theological Seminary, 1870.

George T. Ettinger

Dean 1904 – 1931
 AB, Muhlenberg College, 1880; AM, Muhlenberg College, 1883; PhD, New York University, 1891; LittD, Muhlenberg College, 1920. *Professor of Pedagogy and Latin Language and Literature*

Robert C. Horn

Dean 1931 – 1947
 AB, Muhlenberg College, 1900; AM, Muhlenberg College, 1903; AM, Howard University, 1904; PhD, University of Pennsylvania, 1926; LittD, Muhlenberg College, 1922. *Professor of Greek Language and Literature*

Sherwood R. Mercer

Dean of Faculty 1947 – 1955
 AB, Wesleyan University, 1929; AM, Wesleyan University, 1930.

Henry M. M. Richards

Dean of Faculty 1955 – 1962
 AB, Muhlenberg College, 1932; MBA, New York University, 1947; PhD, New York University, 1951. *Professor of Economics*

Thad N. Marsh

Dean of the College 1962 – 1966
 AB, University of Kansas; BA, MA, BLitt, University of Oxford. *Professor of English*

Edwin R. Baldrige

Acting Dean 1966 – 1967
 AB, Dartmouth College, 1952; MA, Lehigh University, 1954; PhD, Lehigh University. *Professor of History*

Philip B. Secor

Dean of the College 1967 – 1974
 AB, Drew University; MA, PhD, Duke University. *Associate Professor of Political Science*

Charles S. McClain

Acting Dean of the College 1974 – 1975
 BA, College of Wooster; MA, Cornell University; AMD, Eastman School of Music. *Professor of Music*

Harold L. Stenger, Jr.

Vice President & Dean of the College 1976 – 1984
 AB, 1936; AM, 1940; PhD, 1954, University of Pennsylvania. *Professor of English*

Walter E. Loy, Jr.

Interim Vice President & Dean of the College 1984 – 1985
 BS, Muhlenberg College; MS, Drexel Institute of Technology; PhD, Temple University. *Professor of Physics*

Robert C. Williams

Vice President & Dean of the College 1985 – 1987
 AB, Oakwood College; BD, Louisville Presbyterian Theological Seminary; STM, Union Theological Seminary; MPhil, PhD, Columbia University. *Professor of Philosophy*

Nelvin L. Vos

Vice President & Dean of the College 1987 – 1993
 BA, Calvin College; MA, PhD, University of Chicago. *Professor of English*

Richard C. Hatch

Dean of the College for Faculty 1993 – 1996
 ScB, Brown University; PhD, University of New Hampshire. *Professor of Chemistry*

Curtis G. Dretsch

Vice President for Academic Affairs & Dean of the College for Faculty 1996 – 2003
 BA, Montana State University; MFA, Southern Methodist University. *Professor of Theatre Arts*

Marjorie Hass

Provost 2004 – 2009
 BA, MA, PhD, University of Illinois, *Professor of Philosophy*

John G. Ramsay

Provost 2009 – present
 BA, Bucknell University; PhD, State University of New York at Buffalo, *Professor of Education*

II. Faculty

1. DAY COLLEGE FACULTY DEMOGRAPHICS BY SEX, EMPLOYMENT STATUS AND RANK

	Fall 2010			Fall 2011			Fall 2012			Fall 2013			Fall 2014		
	m	f	t	m	f	t	m	f	t	m	f	t	m	f	t
FULL-TIME FACULTY*															
Professor	36	15	51	38	15	53	38	18	56	39	16	55	39	16	55
Associate Professor	27	27	54	29	26	55	27	25	52	27	26	53	24	25	49
Assistant Professor	20	20	40	15	22	37	16	20	36	17	20	37	14	20	34
Instructor	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Lecturer	2	21	23	3	22	25	2	21	23	5	21	26	8	25	88
No rank	1	0	1	1	0	1	1	0	1	1	0	1	1	0	1
Total Full-time	87	83	170	86	85	171	84	84	168	89	83	172	86	86	172
PART-TIME FACULTY															
Professor	0	0	0	0	0	0	0	1	1	0	2	2	0	1	1
Assistant Professor	0	2	2	0	1	1	0	1	1	0	1	1	0	1	1
Lecturer	64	49	113	65	57	122	63	64	117	63	55	118	64	58	122
Total Part-time	64	50	115	65	58	123	63	56	119	63	58	121	64	60	124
TOTAL FACULTY	151	134	285	151	143	294	147	140	287	152	141	293	150	146	296

* Data includes managers who have faculty status, but may not have faculty rank.

2. AVERAGE FULL-TIME FACULTY SALARIES BY DOLLAR AMOUNTS

Rank	2010	2011	2012	2013	2014
Professor	\$94,124	\$96,070	\$97,083	\$99,364	
Associate Professor	\$74,166	\$75,155	\$75,593	\$76,715	
Assistant Professor	\$58,163	\$59,710	\$60,774	\$62,424	
Instructor	*	*	*	*	
Lecturer	\$49,711	\$50,144	\$52,108	\$54,084	

* Average salary is not computed if number in the category is less than five.

3. FULL-TIME FACULTY SALARY INCREASES BY FISCAL YEAR

Fiscal Year	Average Percent Increase	Consumer Price Index
1995-1996	3.6%	2.7%
1996-1997	4.4%	2.5%
1997-1998	3.1%	3.3%
1998-1999	3.9%	1.7%
1999-2000	5.1%	1.6%
2000-2001	5.9%	2.7%
2001-2002	6.5%	3.4%
2002-2003	5.8%	1.6%
2003-2004	4.6%	2.4%
2004-2005	5.0%	1.9%
2005-2006	5.1%	3.3%
2006-2007	5.5%	3.4%
2007-2008	6.1%	2.5%
2008-2009	5.7%	4.1%
2009-2010	3.4%	0.1%
2010-2011	2.9%	2.7%
2011-2012	3.1%	1.5%
2012-2013	4.0%	3.0%
2013-2014	3.1%	1.7%
2014-2015		

4. FACULTY COMMITTEES AND OFFICES, 2014-2015

STANDING COMMITTEES

Academic Policy Committee

Faculty Member	Years remaining in term
Paul Meier	1
Chris Herrick	2
Curtis Dretsch	2
Trevor Knox	3 away Fall 2014
Joan Marx	3
Kimberly Heiman	3

Appeals Committee

Faculty Member	Years remaining in term
Jim Bloom	1
Rich Niesenbaum	1 away Spring 2015
Don Dale	2
Charles Richter	2
Francesca Coppa	2 away Spring 2015
Tom Cragin	2
Mohsin Hashim	3
Christine Ingersoll	3
Paul McEwan	Spring 2015 only
Doug Ovens	Spring 2015 only

Curriculum Committee

Faculty Member	Years remaining in term
Amy Corbin	1
Cathy Kim	2
Adam Clark	2
Marsha Baar	2
Tad Robinson	3
Patrick Williams	3

Evaluation Committee on Tenure and Promotion

Faculty Member	Years remaining in term
George Benjamin	1
Jason Kelsey	1
Connie Wolfe	1
Lanethea Mathews	2
John Malsberger	2
Brett Fadem	3
Christine Sistare	3

Faculty Development and Scholarship Committee

Faculty Member	Years remaining in term
Erika Iyengar	1
Elizabeth Nathanson	1 away Spring 2015
Jefferson Pooley	2
Steve Coutinho	2 away 2014-2015
Corrie Cowart	3
Michael Allocca	3
Amy Cooper	Spring 2015 only

Faculty Personnel and Policies Committee

Faculty Member	Years remaining in term
Donna Bergenstock	1
Chris Borick	1
Joe Keane	2
Michele Deegan	2
Marten Edwards	3
Sharon Albert	3
Karen Dearborn	3

Library Committee

Faculty Member	Years remaining in term
Kate Ranieri	1
Clif Kussmaul	2
Kammie Takahashi	2
Erika Sutherland	3 away Spring 2015
Mary Bryne	3
Erika Bagley	3
Daniel Doviak	Spring 2015 only

Nominating Committee

Faculty Member	Years remaining in term
Mary Byrn	1
Karen Dearborn	1
Susan Kahlenberg	1
Christine Sistare	2
William Gryc	3
Lindsey Nagy	3

**Wescoe School Academic Policy/ Curriculum
Committee**

Faculty Member	Years remaining in term
Roland Kushner	1
Sally Richwine	1
Susan Clemens	2
Jeff Rudski	3

Writing Program Committee

Faculty Member	Years remaining in term
Ted Conner	1
Jordanna Sprayberry	1
Keri Colabroy	2
Lynda Yankaskas	2
Jessica Cooperman	3
Pearl Rosenberg	3

COLLEGE COMMITTEES

College Committee on Campus Life

Faculty Member	Years remaining in term
Mirna Trauger	1
Jeffrey Peterson	2

Lectures and Forums

Faculty Member	Years remaining in term
Kammie Takahashi	2
Byungchul Cha	2 away 2014-2015
Susan Clemens	3
Francine Roussel	2014-2015 only

Fitness and Athletics Committee

Faculty Member	Years remaining in term
Peter Pettit	1
John Kruglinski	2
Jeffrey Peterson	2

College Committee on Information Technologies

Faculty Member	Years remaining in term
Patrick Williams	2
Sharon Albert	3
John Sullivan	1

Institutional Review Board

Faculty Member	Years remaining in term
Don Dale	2 away Spring 2015
Krista Bywater	2
Amy Cooper	3

Academic Judicial Board

Faculty Member	Years remaining in term
Mark Stein	1
Lynda Yankaskas	1
Linda Miller	2
Sally Richwine	2
Gretchen Gotthard	3
Paul McEwan	3

Social Judicial Board

Faculty Member	Years remaining in term
Jim Bloom	1
Jim Marshall	1
Tim Averill	1
Erika Sutherland	1 away Spring 2015
Keri Colabroy	2
Gail Eisenberg	3
Linda Miller	3
Michael London	Spring 2015 only

Faculty Observers to the Board

Faculty Member	Years remaining in term
Linda McGuire	1
Amy Hark	2

Secretary of the Faculty

Faculty Member	Years remaining in term
Dan Leisawitz	1

5. FACULTY AWARDS

LINDBACK AWARD FOR DISTINGUISHED TEACHING

John E. Trainer, Biology	1970	Jill Stephen, English	1996
Edwin R. Baldrige, Jr., History	1970	Robert F. Milligan, Physics	1997
Truman L. Koehler, Mathematics	1971	David Rosenwasser, English	1998
Arvids Ziedonis, Jr., Foreign Languages	1971	Laura Snodgrass, Psychology	1999
Adolph H. Wegener, Foreign Languages	1972	P. Alec Marsh, English	2000
Walter E. Loy, Physics	1972	William Dunham, Mathematical Sciences	2001
Henry M. M. Richards, Economics	1973	Lawrence Hass, Philosophy	2002
Richard C. Hatch, Chemistry	1973	Karen Dearborn, Theatre and Dance	2003
Carl S. Oplinger, Biology	1975	Paula Irwin, Accounting	2004
Wilson N. Serfass, Jr., Economics	1975	Penelope Dunham, Mathematical Sciences	2005
Kenneth W. Webb, Foreign Languages	1976	Christopher Borick, Political Science	2006
John C. Weston, Biology	1976	Mohsin Hashim, Political Science	2007
Donald W. Shive, Chemistry	1977	Linda McGuire, Mathematics and Computer Science	2008
Lawrence Juda, Political Science	1977	Sue Jansen, Media and Communication	2009
William H. Jennings, Religion	1978	Elizabeth McCain, Biology	2010
Silas D. White, Psychology	1978	Amy Hark, Biology	2011
Christopher C. Joyner, Political Science	1979	Keri Colabroy, Chemistry	2012
David N. Stehly, Chemistry	1979	James Peck, Theatre and Dance	2013
Albert A. Kipa, Foreign Languages	1980	<i>Not Awarded in</i>	<i>2014</i>
Robert Wind, Classics	1980		
Ludwig F. Schlecht, Philosophy	1981		
Daniel J. Wilson, History	1981		
Michael E. Hattersley, English	1982		
Carol V. Grener, Foreign Languages	1982		
Patricia J. DeBellis, Foreign Languages	1983		
Ann E. Wonsiewicz, Education	1983		
Charles C. Richter, Drama	1984		
Daniel Klem, Jr., Biology	1984		
Theodore Maiser, Psychology	1985		
Theodore W. Schick, Jr., Philosophy	1985		
Marsha R. Baar, Chemistry	1986		
Thomas Cartelli, English	1986		
James N. Marshall, Economics	1987		
Robert B. Thornburg, English	1987		
Ralph S. Graber, English	1988		
Irvin R. Schmoyer, Biology	1988		
Jay H. Hartman, English	1989		
Alton J. Slane, Political Science	1989		
Robert K. Stump, Mathematics	1990		
Arvids Ziedonis, Jr., Foreign Languages	1990		
Kathleen E. Harring, Psychology	1991		
Joan F. Marx, Foreign Languages	1991		
George A. Benjamin, Computer Science	1992		
Connie Kunda, Physical Education	1992		
John S. Meyer, Mathematics	1993		
Kathryn A. Wixon, Foreign Languages	1993		
Michael J. Carbone, Education	1994		
Christine T. Sistare, Philosophy	1995		

CLASS OF '32 RESEARCH PROFESSOR

Daniel J. Wilson, History	1986-1987
Robert F. Milligan, Physics	1987-1988
Jadviga da Costa Nunes, Art	1988-1989
Darrell H. Jodock, Religion	1988-1989
Jose M. Lopez, Foreign Languages	1989-1990
Linnea Johnson, English	1990-1991
Joseph E. B. Elliott, Art	Fall 1991
Sue Curry Jansen, Communication	Spring 1992
Thomas Cartelli, English	1992-1993
Alan L. Mittleman, Religion	1993-1994
James D. Bloom, English	1994-1995
<i>Position not occupied</i>	1995-1996
Scott Sherk, Art	1996-1997
William J. Tighe, History	1997-1998
<i>Position not occupied</i>	1998-1999
<i>Position not occupied</i>	1999-2000
Larry Hass, Philosophy	2000-2001
<i>Position not occupied</i>	2001-2002
William Dunham, Mathematical Sciences	2002-2003
Mary Lawlor, English	2002-2003
Richard Niesenbaum, Biology	2003-2004
William Abruzzi, Sociology & Anthropology	2004-2005
Douglas Ovens, Music	2005-2006
Tammy Lewis, Sociology & Anthropology	2006-2007
James Bloom, English	2007-2008
Daniel Wilson, History	2008-2009
Thomas Cartelli, English	2009-2010
Jason Kelsey, Chemistry	2010-2011
Christopher Borick, Political Science	2011-2012
John Malsberger, History	2012-2013
Joseph Elliott, Art	Fall 2013
Alec Marsh, English	Spring 2014
Francesca Coppa, English	Spring 2015
Richard Niesenbaum	Spring 2015

DONALD B. HOFFMAN RESEARCH FELLOWSHIP

Scott Sherk, Art	1992-1993
Daniel Klem, Jr., Biology	1993-1994
Theodore W. Schick, Jr., Philosophy	1994-1995
<i>Position not occupied</i>	1995-1996
Douglas P. Ovens, Music	1996-1997
William Dunham, Mathematical Sciences	1997-1998
<i>Position not occupied</i>	1998-1999
<i>Position not occupied</i>	1999-2000
Grant F. Scott, English	2000-2001
<i>Position not occupied</i>	2001-2002
Marjorie Hass, Philosophy	2002-2003
Bruce Anderson, Chemistry	2003-2004
Thomas Cartelli, English	2004-2005
Bruce Wightman, Biology	2005-2006
P. Alec Marsh, English	2006-2007
Richard Niesenbaum, Biology	2007-2008
Scott Sherk, Art	2008-2009
Christine Ingersoll, Chemistry	2009-2010
Mary Lawlor, English	2010-2011
<i>Position not occupied</i>	2011-2012
Barri Gold, English	2012-2013
<i>Position not occupied</i>	2013-2014
Steven Coutinho, Philosophy	2014-2015

ROBERT C. WILLIAMS FACULTY AWARD

Joseph Molitoris, Physics	1988
Scott Sherk, Art	1989
Sue Curry Jansen, Communication	1990
Alan L. Mittleman, Religion	1991
Frederick Norling, Business	1992
Christine T. Sistare, Philosophy	1993
Douglas P. Ovens, Music	1994
Grant F. Scott, English	1995
Richard A. Niesenbaum, Biology	1996
Penelope H. Dunham, Mathematical Sciences	1997
P. Alec Marsh, English	1998
Jeffrey Rudski, Psychology	1999
Bruce C. Wightman, Biology	2000
Francesca Coppa, English	2001
Barri Gold, English	2002
Lisa R. Perfetti, Languages, Literatures, and Cultures	2003
Tammy Lewis, Sociology & Anthropology	2004
James Peck, Theatre & Dance	2005
Francine Roussel, Theatre & Dance	2006
Marten Edwards, Biology	2007
Charles Anderson, Theatre & Dance	2008
Michael Huber, Mathematics & Computer Science	2009

Jefferson Pooley, Media & Communication	2010
Paul McEwan, Media & Communication/ Film Studies	2011
Anne Esacove, Sociology & Anthropology	2012
Elizabeth Nathanson, Media & Communication	2013
Marcia Morgan, Philosophy	2014

PAUL C. EMPIE MEMORIAL AWARD

Charles S. Bednar, Political Science	1983
Claude E. Dierolf, English	1984
Nelvin L. Vos, English	1985
Walter E. Loy, Jr., Physics	1986
Darrell H. Jodock, Religion	1987
Arvids Ziedonis, Jr., Foreign Languages	1988
Carl S. Oplinger, Biology	1989
Charles C. Richter, Drama	1990
Michael J. Carbone, Education	1991
Walter H. Wagner, Religion	1992
Ann E. Wonsiewicz, Education	1993
Edwin R. Baldrige, Jr., History	1994
Frederick Norling, Business	1995
Christine T. Sistare, Philosophy	1996
Kathryn A. Wixon, Foreign Languages & Literatures	1997
Marjorie Hass, Philosophy	1998
Kathleen E. Haring, Psychology	1999
Patrice DiQuinzio, Philosophy	2000
Giacomo Gambino, Political Science	2001
Scott Sherk, Art	2002
Alan Mittleman, Religion	2003
Anna Adams, History	2004
Daniel Wilson, History	2005
Lisa Perfetti, Languages, Literatures & Cultures	2006
Lora Taub-Pervizpour, Media and Communication	2007
Erika Sutherland, Languages, Literatures & Cultures	2008
Jane Flood, Physics	2009
Jeremy Teissere, Biology/ Neuroscience	2010
Mohsin Hashim, Political Science	2011
Charles Russell, Chemistry	2012
Kate Richmond, Psychology	2013
Amy Hark	2014

6. FACULTY & STAFF PUBLICATIONS, 2013-2014

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III. Employees

1. COLLEGE PERSONNEL, FALL 2014 BY EMPLOYMENT STATUS, SEX AND CLASSIFICATION

	Full-time*			Part-time			Total		
	m	f	t	m	f	t	m	f	t
Faculty, Lecturers, and Instructors	86	86	172	64	60	124	150	146	296
Managers (includes Coaches)	74	89	163	7	18	25	81	107	188
Staff Associates (Technicians, Secretarial/Clerical and part-time Coaches)	4	60	64	38	52	90	42	112	154
Security and Plant Operations	67	38	105	8	7	15	75	45	120
TOTAL PERSONNEL	231	273	504	117	137	254	348	410	758

* Full-time managers work at least 9 months per year. Full-time staff associates work at least 1,720 hours per year. Employment classifications reflect primary area of responsibility.

2. EMPLOYEE CENSUS BY EMPLOYMENT STATUS AND CLASSIFICATION

	2010	2011	2012	2013	2014
FULL-TIME*					
Faculty, Lecturers, and Instructors	170	171	168	172	172
Managers (includes Coaches)	149	153	156	160	163
Staff Associates (Technicians and Secretarial/Clerical)	62	63	64	64	64
Security and Plant Operations	103	104	104	106	105
Subtotal	484	491	492	502	504
PART-TIME					
Faculty, Lecturers, and Instructors	115	123	119	121	124
Managers (includes Coaches)	24	27	25	22	25
Staff Associates (Technicians and Secretarial/Clerical)	94	91	88	91	90
Security and Plant Operations	13	13	17	14	15
Subtotal	246	254	249	248	254
TOTAL EMPLOYEES	730	745	741	750	758

* Full-time managers work at least 9 months per year. Full-time staff associates work at least 1,720 hours per year. Employment classifications reflect primary area of responsibility.

3. POSITIONS IN THE PRESIDENTIAL ASSISTANT PROGRAM, 2014-2015

Title	Department
Assistant to the Director	Academic Resource Center
Presidential Assistant, Alumni Relations	Alumni Relations
Religious Life Assistant	Chapel
Student Help Desk Assistant	Information Technology
Web Content Coordinator	Information Technology
Multimedia Coordinator	Information Technology
Technology Assistant	Language Learning Center
Presidential Assistant, Public Relations	Public Relations
Presidential Assistant, Residential Services	Residential Services
Seegers Union Assistant	Seegers Union
Presidential Assistant, Student Activities	Student Activities
Employer Relations Associate	The Career Center
Development Associate, Theatre & Dance	Theatre & Dance
Wescoe School Associate	Wescoe School

STUDENT

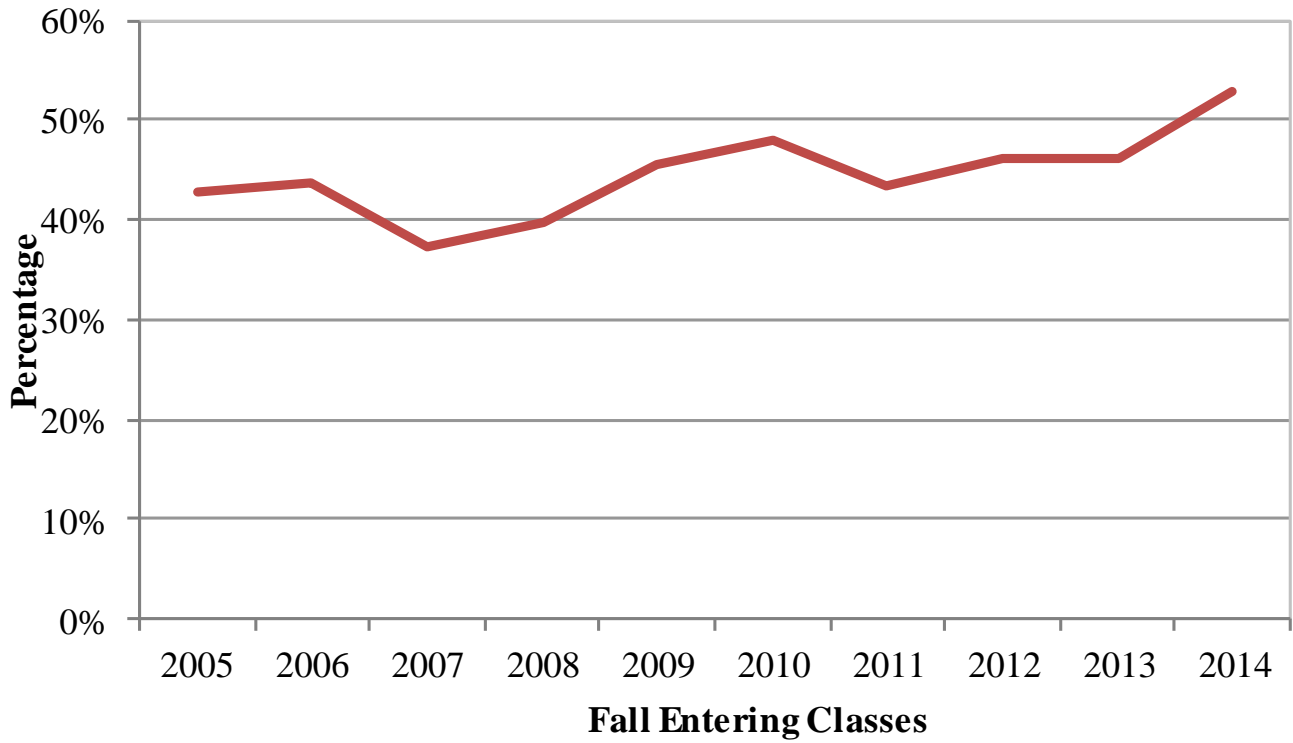
I. Admission

1. INCOMING CLASS ADMISSIONS PROFILE

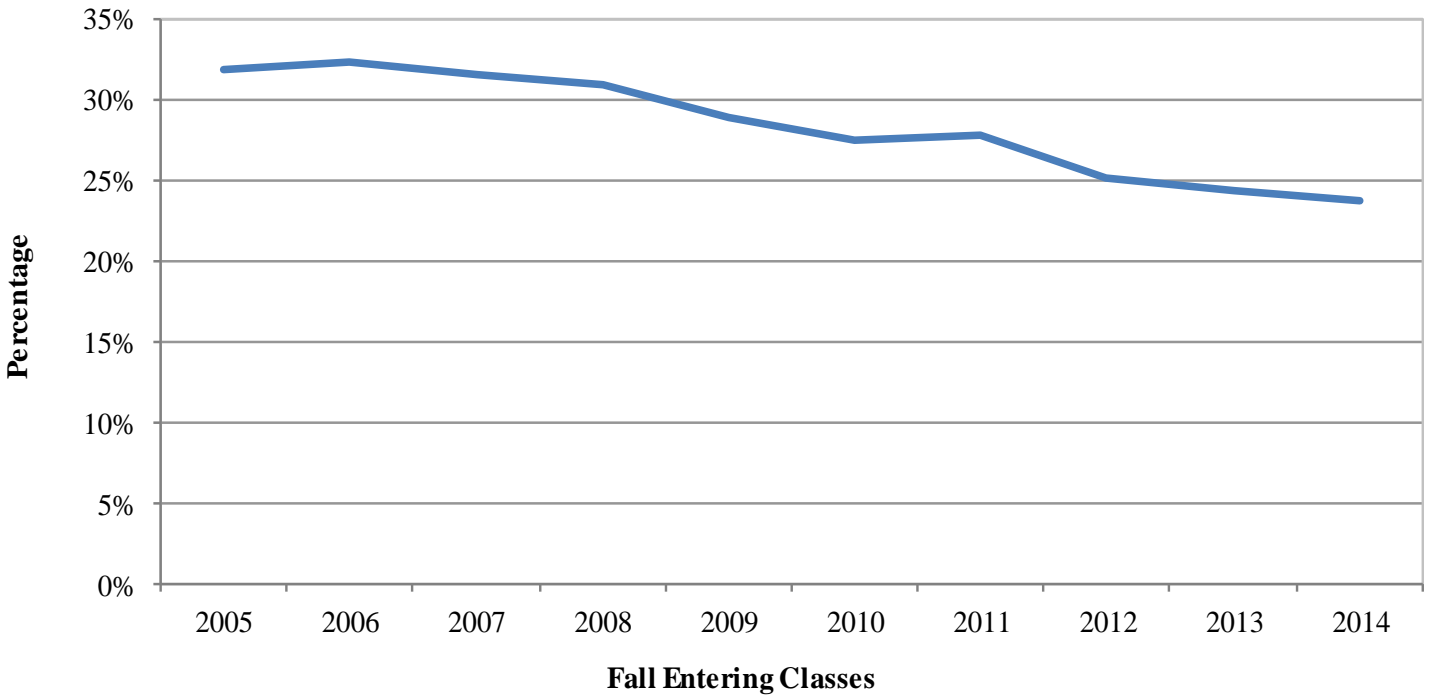
	2010	2011	2012	2013	2014
Number					
Applicants	4,568	4,876	5,023	5,152	4,714
Acceptances	2,195	2,109	2,316	2,378	2,489
Enrollments	603	584	581	579	589
Percentage					
Applicants Accepted	48.1%	43.3%	46.1%	46.2%	52.8%
Applicants Enrolled	13.2%	12.0%	11.6%	11.2%	12.5%
Acceptances Enrolled	27.5%	27.7%	25.1%	24.4%	23.7%
Secondary School Preparation					
% from Public Schools	71%	72%	74%	70%	73%
% from Private/Parochial Schools	29%	28%	26%	30%	27%
Rank in Secondary School Class*					
Public:					
First Tenth	47%	55%	47%	47%	49%
Second Tenth	26%	21%	26%	22%	26%
Third Tenth	15%	12%	13%	17%	9%
Fourth Tenth	8%	7%	8%	8%	6%
Bottom Half	2%	2%	1%	5%	6%
Private:					
First Tenth	43%	29%	29%	33%	7%
Second Tenth	21%	21%	19%	13%	24%
Third Tenth	29%	7%	5%	13%	10%
Fourth Tenth	8%	18%	14%	8%	24%
Bottom Half	7%	21%	28%	25%	21%
Composite Top Tenth	47%	51%	45%	45%	43%
Geographical Distribution					
% from Pennsylvania	19%	22%	19%	22%	23%
% from New Jersey	35%	34%	36%	35%	33%
% from New York	19%	19%	17%	19%	19%
% from Other	27%	25%	28%	24%	25%
Gender Distribution					
% Male	44%	39%	43%	37%	42%
% Female	56%	61%	57%	63%	58%

* Rank in Secondary School Class percentages are based on ranked students only.

2. *GRAPH: PERCENT OF ACCEPTANCES*



3. *GRAPH: ENROLLMENT YIELD*



4. SAT SCORES OF INCOMING CLASS

Entering Class	VERBAL SCORES		MATH SCORES		COMBINED SCORES	
	Muhlenberg	National	Muhlenberg	National	Muhlenberg	National
1995	506	428	568	482	1074	910
1996*	579	505	580	508	1159	1013
1997	570	506	577	511	1147	1017
1998	580	505	581	512	1161	1017
1999	582	505	586	511	1168	1016
2000	592	505	601	514	1193	1019
2001	592	506	602	514	1194	1020
2002	595	504	606	516	1201	1020
2003	600	507	612	519	1212	1026
2004	608	508	612	518	1220	1026
2005	610	508	620	520	1230	1028
2006	607	503	612	518	1219	1021
2007	602	502	612	515	1214	1017
2008	606	502	613	515	1219	1017
2009	604	501	606	515	1210	1016
2010	616	501	615	516	1231	1017
2011	612	497	619	514	1231	1011
2012	619	496	623	514	1242	1010
2013	617	496	614	514	1231	1010
2014	609	497	615	513	1224	1010

* Re-centered scores begin in 1996.

5. ADMISSIONS APPLICATION OVERLAP TOP TEN RANKING

School	2010	2011	2012	2013	2014
American University	-	5	-	12	-
Boston University	10	10(t)	-	-	7
University of Delaware	2	2	4	8	11(t)
College of New Jersey	3	3	6	9	8
Dickinson College	5	4	3	6	4
Fordham University	-	-	10	10	-
Franklin and Marshall College	4	1	9	3	2
Gettysburg College	7	-	5	5	6
Ithaca College	1	8	1	2	3
Lafayette College	6	6	2	1	1
Lehigh University	-	7	-	11	-
Rutgers University (Main)	-	-	-	-	9
Skidmore College	8	-	8	4	5
SUNY Binghamton	9	9	-	-	11(t)
University of Vermont	-	-	-	-	10
Ursinus College	-	10(t)	-	7	12
Vassar College	-	-	7	-	-

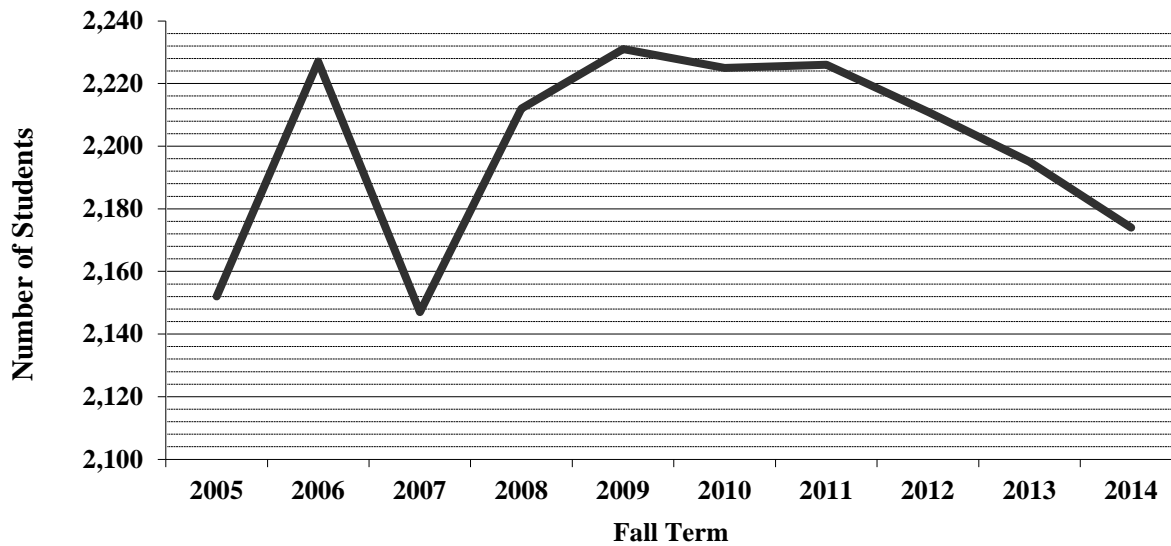
Source: Admitted Student Questionnaire of the College Board

II. Enrollments


1. DAY COLLEGE ENROLLMENTS

Term	Study Abroad	Study in Washington	Study in Allentown	Visiting Students	Part-time Students	TOTAL Students	% Change
Fall 2004	68	2	2,043	8	12	2,133	-0.37%
Fall 2005	64	5	2,067	11	5	2,152	0.89%
Fall 2006	97	6	2,116	1	7	2,227	3.49%
Fall 2007	98	6	2,054	2	14	2,174	-2.38%
Fall 2008	105	3	2,088	3	13	2,212	1.75%
Fall 2009	88	4	2,129	2	8	2,231	0.86%
Fall 2010	91	4	2,114	1	15	2,225	-0.27%
Fall 2011	83	1	2,131	1	10	2,226	0.04%
Fall 2012	117	5	2,079	2	8	2,211	-0.67%
Fall 2013	107	1	2,077	0	10	2,195	-0.72%
Fall 2014	97	5	2,069	1	10	2,174	-0.96%
Spring 2005	66	7	1,997	4	17	2,091	-0.24%
Spring 2006	90	3	2,002	5	8	2,108	0.81%
Spring 2007	94	3	2,054	0	17	2,168	2.85%
Spring 2008	80	10	2,030	1	17	2,138	-1.38%
Spring 2009	101	4	2,062	1	12	2,180	1.96%
Spring 2010	72	5	2,088	1	21	2,187	0.32%
Spring 2011	103	9	2,046	1	13	2,172	-0.69%
Spring 2012	104	8	2,041	1	21	2,175	0.09%
Spring 2013	95	1	2,059	1	11	2,167	-0.37%
Spring 2014	94	4	2,026	0	21	2,145	-1.02%

2. GRAPH: DAY COLLEGE ENROLLMENTS of full-time students



3. ENROLLMENT SNAP SHOT FALL 2014

MUHLENBERG COLLEGE STUDENTS	Seniors		Juniors		Sophomores		First Year		Fifth Year		Non-Degree		HEADCOUNT	FTE											
	2015		2016		2017		2018																		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female													
Traditional Day Degree Students																									
Full-time Continuing	201	314	180	224	197	337			3				1456	1614.03											
New First Year Students							248	341					589	603.70											
New Transfer Students			3	1	1	6	2	3					16	16.37											
Off-Campus Students ¹	1	2	30	67	1	1							102	102											
TOTALS	202	316	213	292	199	344	250	344	3				2163	2336.10											
<i>Graduation Year Totals</i>	518		505		543		594		3																
Other Day Degree Students																									
Part-time Continuing	4	3	2	1									10	5.13											
Wescoe Day Students	6	8	5	6	6	4	16	10			2		63	40.88											
TOTALS	10	11	7	7	6	4	16	10			2		73	46.01											
Traditional Day Students Census Enrollment = 2174 (2341.98 FTE)																									
															Special Non-Degree Day Students										
															Visiting Students					1				1	0.75
															Day Scholars ²										
															LVAIC Students										
															DeSales University ³					1	2			3	0.75
															Cedar Crest College ³						4			4	1.13
															Lafayette College ³					2				2	0.75
															Lehigh University ³						4			4	1.25
															Moravian ³						1			1	0.25
															TOTALS					4	11			15	4.88
Total Day Students	212	327	220	299	205	348	266	354	3			6	11	2251	2386.99										
Wescoe (evening only)																									
Wescoe	9	21	4	8	6	7	19	19			4	7	104	54.75											
Accelerated Program	16	27	9	9	3	3	1	17					85	63.5											
Total Evening Students	25	48	13	17	9	10	20	36			4	7	189	118.25											
Total Students	237	375	233	316	214	358	286	390	3		10	18	2440	2505.24											

¹Includes students studying abroad or in Washington, DC

²Day Scholars Program allows individuals 60 years of age or older to audit up to two courses per semester on a space available basis. 27 Day Scholars are registered to audit courses.

³Students are registered through the Lehigh Valley Association of Independent Colleges (LVAIC) consortium agreement.

4. DAY STUDENT ENROLLMENT BY STATE OF PERMANENT RESIDENCE

State	Fall 2012	Fall 2013	Fall 2014
Alaska	1	1	1
Alabama	0	1	1
Arizona	1	2	1
California	45	60	57
Colorado	7	5	4
Connecticut	141	133	125
Delaware	9	10	7
District of Columbia	4	3	3
Florida	12	10	11
Georgia	4	4	3
Hawaii	2	2	1
Illinois	9	9	13
Kansas	1	1	0
Kentucky	1	1	2
Louisiana	2	0	0
Maine	18	17	17
Maryland	78	71	74
Massachusetts	104	90	91
Michigan	3	3	3
Minnesota	6	5	4
Montana	1	1	0
Nebraska	1	1	0
Nevada	3	2	2
New Hampshire	12	18	13
New Jersey	762	772	743
New York	427	404	396
New Mexico	1	1	2
North Carolina	9	9	10
Ohio	8	9	8
Oregon	3	3	4
Pennsylvania	460	480	494
Rhode Island	16	11	9
South Carolina	2	1	2
Tennessee	4	2	1
Texas	8	7	10
Utah	1	1	1
Vermont	10	9	8
Virginia	21	22	21
Washington	2	3	3
Wisconsin	2	2	3
Total U.S. Students	2,201	2,186	2,148
Non-U.S. Students	10	9	26

5. DAY STUDENT ENROLLMENT PERCENTAGES BY RELIGIOUS AFFILIATION

Religious Affiliation	Fall 2012	Fall 2013	Fall 2014
Baptist	0.6%	0.5%	0.6%
Buddhist	0.3%	0.2%	0.4%
Catholic	30.9%	29.9%	30.2%
Christian Disciples	0.0%	0.3%	0.2%
Christian Reformed	0.0%	0.2%	0.4%
Church of Christ	0.0%	0.0%	0.2%
Episcopal	1.8%	1.6%	1.9%
Greek Orthodox	0.7%	0.9%	0.9%
Hindu	0.6%	0.7%	0.6%
Islamic	0.4%	0.5%	0.0%
Jewish	33.4%	31.8%	30.4%
Lutheran	5.8%	5.2%	4.9%
Mennonite	0.1%	0.0%	0.0%
Methodist	3.4%	2.9%	2.5%
Mixed Identity	2.0%	1.9%	1.5%
Muslim	0.0%	0.0%	0.6%
No Affiliation	5.6%	8.2%	10.2%
No Reported Religion	0.1%	0.9%	2.3%
Other	3.7%	3.5%	2.7%
Other Christian	0.0%	0.0%	1.1%
Other Non-Christian	0.0%	0.0%	0.1%
Other Protestant	4.1%	2.9%	1.4%
Pentecostal	0.0%	0.0%	0.1%
Presbyterian	3.5%	3.2%	2.5%
Quaker	0.0%	0.0%	0.2%
Russian Orthodox	0.2%	0.1%	0.0%
Seventh Day Adventist	0.0%	0.0%	0.1%
Unitarian	0.5%	0.1%	0.4%
United Church of Christ	1.1%	1.2%	1.1%
Unknown	0.7%	2.4%	2.3%

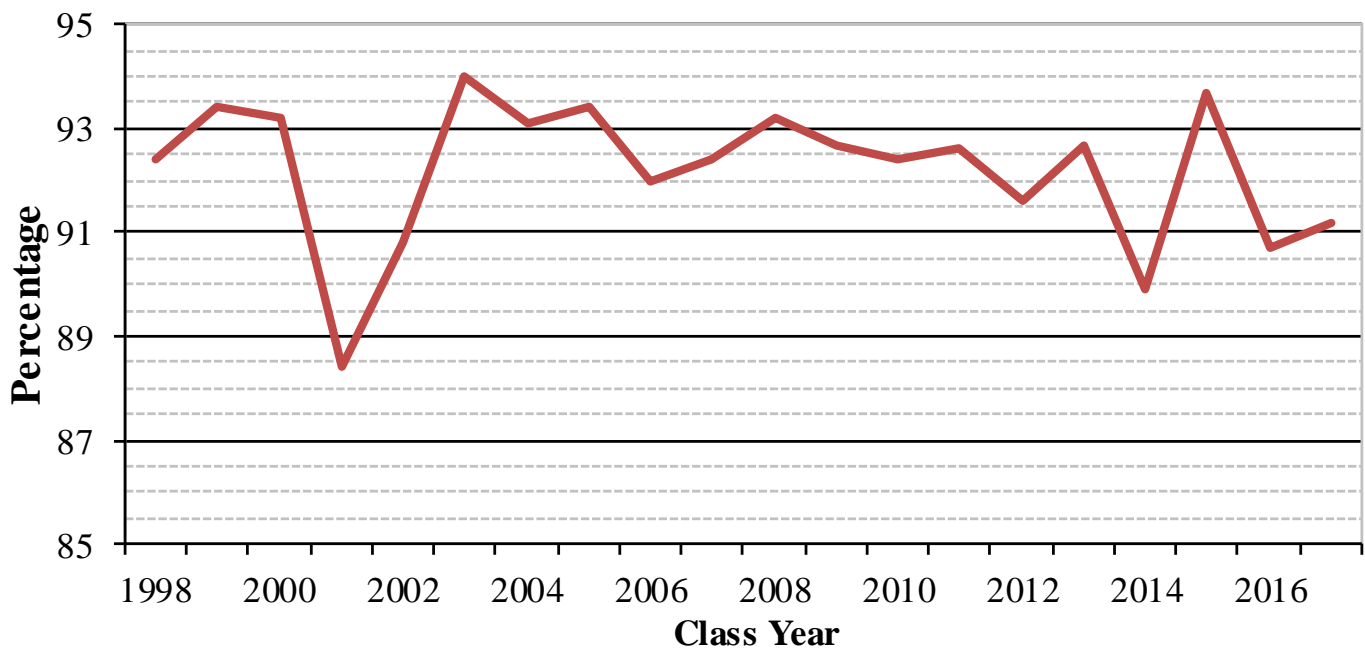
6. DAY STUDENT ENROLLMENT BY RACE AND ETHNICITY GROUP

Race/ Ethnicity	Fall 2012	Fall 2013	Fall 2014
Non Resident Alien	9	15	28
Hispanic/ Latino	85	108	119
American Indian or Alaska Native	4	4	4
Asian	55	64	60
Black or African American	56	50	58
Native Hawaiian or Other Pacific Islander	2	1	0
White	1,791	1,741	1,702
Two or More Races	29	34	36
Unknown	180	178	167
Total Students	2,211	2,195	2,174

7. RETENTION RATES BY CLASS

Fall Entering Class			Retention Rates						Graduates
First Term	Class Year	Initial Size	2 nd Year		3 rd Year		4 th Year		Total Number
			n	%	n	%	n	%	
1995	1999	487	455	93.4%	425	87.3%	407	83.6%	409
1996	2000	532	496	93.2%	463	87.0%	435	81.8%	441
1997	2001	493	436	88.4%	397	80.5%	381	77.3%	385
1998	2002	577	524	90.8%	493	85.4%	480	83.2%	474
1999	2003	551	518	94.0%	489	88.7%	478	86.8%	472
2000	2004	579	539	93.1%	522	90.2%	502	86.7%	503
2001	2005	573	535	93.4%	490	85.5%	474	82.7%	480
2002	2006	547	503	92.0%	478	87.4%	469	85.7%	469
2003	2007	589	544	92.4%	512	86.9%	505	85.7%	505
2004	2008	559	521	93.2%	497	88.9%	482	86.2%	483
2005	2009	576	534	92.7%	507	88.0%	498	86.5%	496
2006	2010	615	568	92.4%	541	88.0%	534	86.8%	536
2007	2011	551	510	92.6%	488	88.6%	474	86.0%	474
2008	2012	597	547	91.6%	525	87.9%	506	84.8%	508
2009	2013	577	535	92.7%	510	88.4%	497	86.1%	489
2010	2014	603	542	89.9%	513	85.1%	502	83.3%	480
2011	2015	584	547	93.7%	520	89.0%	507	86.8%	-
2012	2016	581	527	90.7%	492	84.7%	-	-	-
2013	2017	579	528	91.2%	-	-	-	-	-
2014	2018	589	-	-	-	-	-	-	-

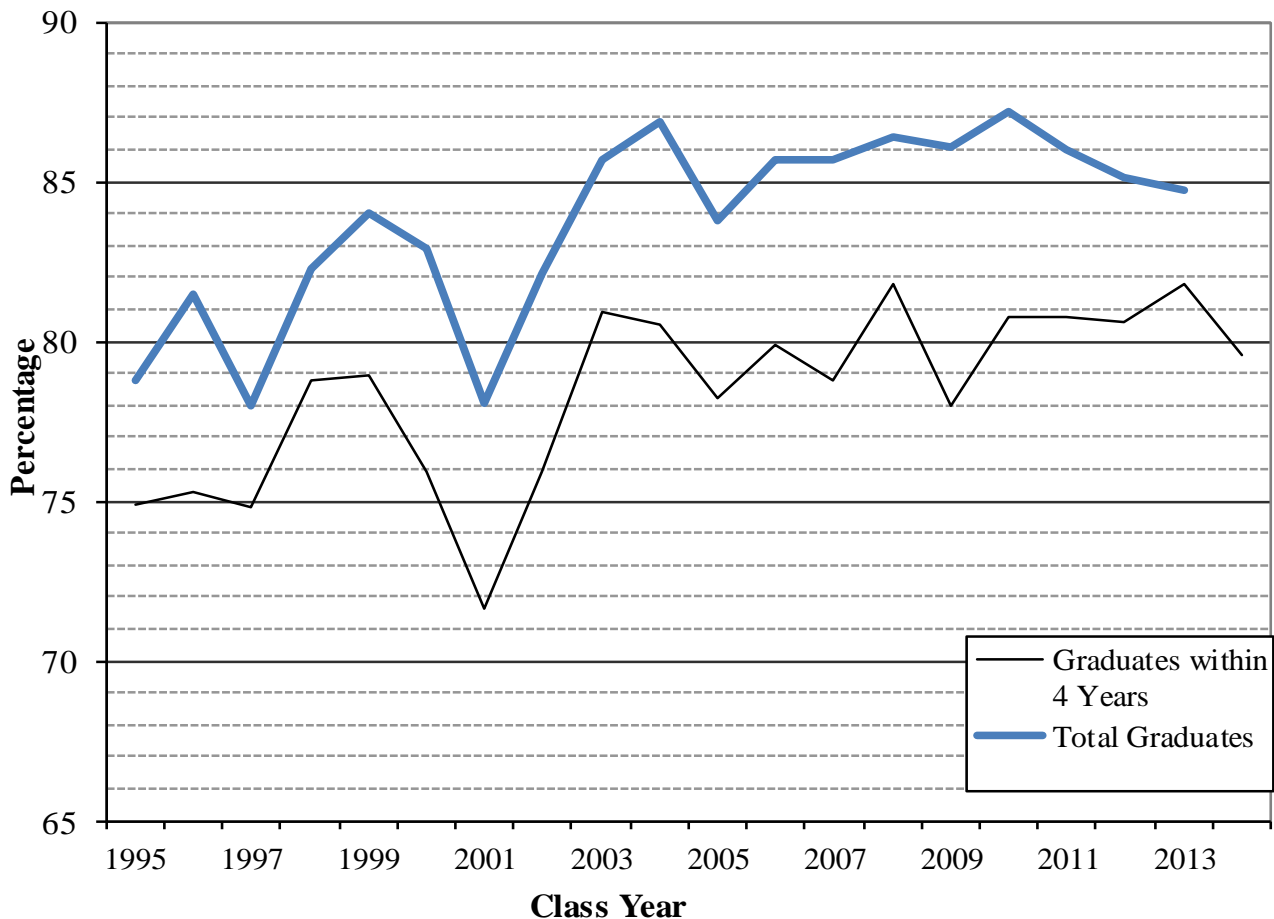
8. GRAPH: RETENTION RATES from first to second year



9. GRADUATION RATES BY CLASS YEAR

Fall Entering Class			Graduates within 4 Years				Total Graduates		
First Term	Class Year	Initial Size	Less than 4	4 Years	Total Number	Total %	More than 4	Total Number	Total %
1995	1999	487	1	383	384	78.9%	25	409	84.0%
1996	2000	532	4	400	404	75.9%	37	441	82.9%
1997	2001	493	5	348	353	71.6%	32	385	78.1%
1998	2002	577	4	434	438	75.9%	36	474	82.1%
1999	2003	551	5	441	446	80.9%	26	472	85.9%
2000	2004	579	12	454	466	80.5%	37	503	83.8%
2001	2005	573	11	437	448	78.2%	32	480	83.6%
2002	2006	547	15	422	437	79.9%	32	469	85.7%
2003	2007	589	11	453	464	78.8%	41	505	85.7%
2004	2008	559	6	451	457	81.8%	26	483	86.4%
2005	2009	576	10	444	454	78.8%	42	496	86.1%
2006	2010	615	13	490	503	81.8%	33	536	87.2%
2007	2011	551	14	431	445	80.8%	29	474	86.0%
2008	2012	597	12	469	481	80.6%	27	508	85.1%
2009	2013	577	7	465	472	81.8%	17	489	84.7%
2010	2014	603	12	468	480	79.6%	-	-	-
2011	2015	584	-	-	-	-	-	-	-
2012	2016	581	-	-	-	-	-	-	-
2013	2017	579	-	-	-	-	-	-	-
2014	2018	589	-	-	-	-	-	-	-

10. GRAPH: GRADUATION RATES by class year



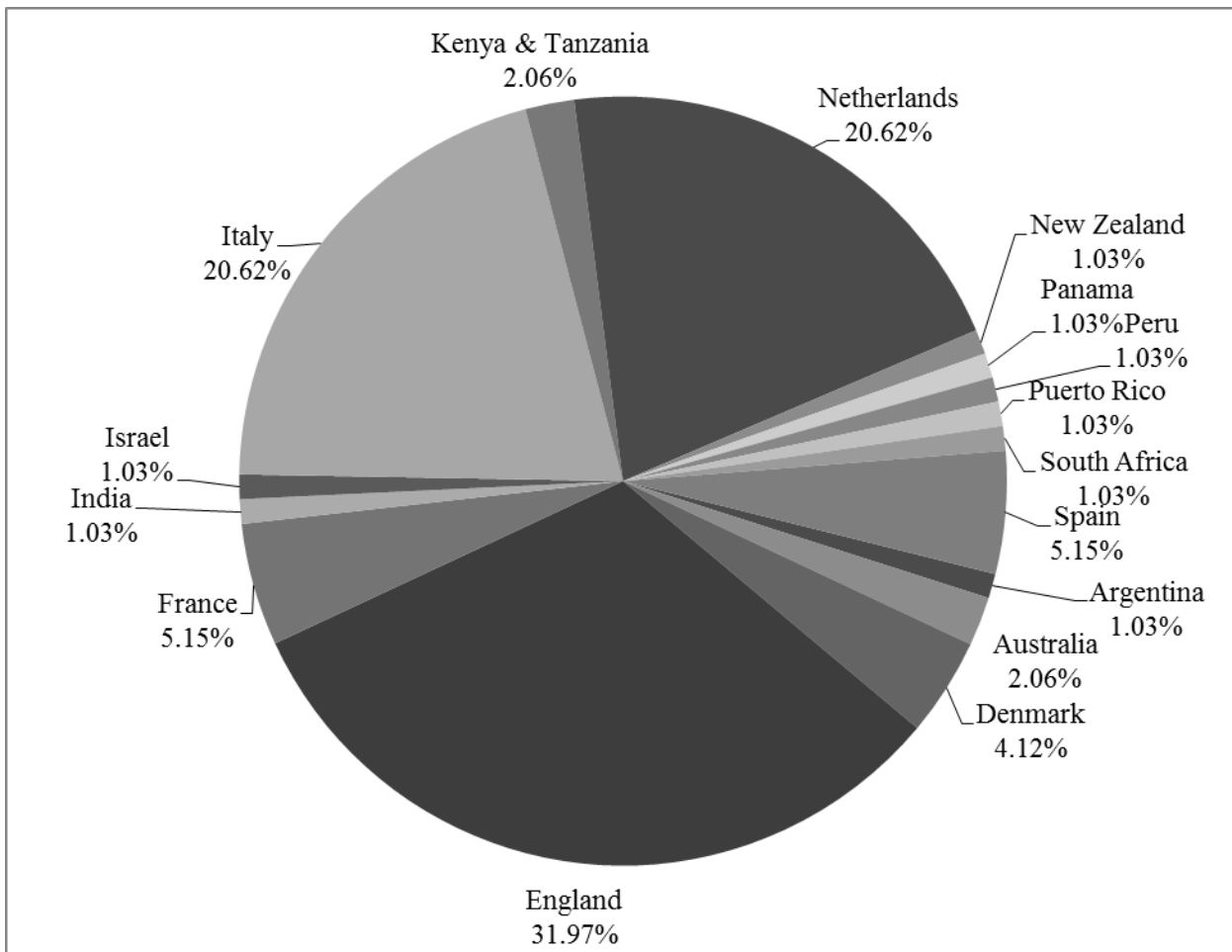
11. DAY STUDENTS IN SPECIAL ACADEMIC PROGRAMS, FALL 2014 BY CLASS YEAR

	2015			2016			2017			2018			TOTAL		
	f	m	t	f	m	t	f	m	t	f	m	t	f	m	t
COOPERATIVE AND PREPROFESSIONAL PROGRAMS															
Drexel & Lehigh Valley Hospital	2	3	5	2	4	6	0	0	0	0	1	1	4	8	12
Occupational Therapy- Thomas Jefferson University	2	0	2	0	0	0	2	1	3	0	0	0	4	1	5
Physical Therapy- Thomas Jefferson University	2	0	2	3	2	5	7	2	9	2	0	2	14	4	18
Dentistry-University of Pennsylvania	0	0	0	0	0	0	0	0	0	1	0	1	1	0	1
Optometry-State University of New York	0	0	0	0	0	0	0	0	0	1	0	1	1	0	1
Pre-Dentistry	5	7	12	2	3	5	6	4	10	1	0	1	14	14	28
Pre-Engineering	1	3	4	1	4	5	2	8	10	1	1	2	5	16	21
Pre-Law	30	29	59	23	23	46	16	21	37	21	18	39	90	91	181
Pre-Medicine	47	42	89	57	43	100	64	40	104	59	41	100	227	166	393
Pre-Optometry	2	0	2	0	0	0	2	1	3	1	0	1	5	1	6
Pre-Seminary	0	0	0	0	0	0	2	3	5	0	0	0	2	3	5
Pre-Veterinary	1	0	1	5	2	7	3	3	6	0	0	0	9	5	14
Total	92	84	176	93	81	174	104	83	187	87	61	148	375	310	685
HONOR PROGRAMS															
Dana Associates	17	12	29	14	12	26	16	12	28	22	7	29	69	43	112
Muhlenberg Scholar	6	6	12	9	5	14	11	3	14	10	5	15	36	19	55
RJ Fellows	9	5	14	9	4	13	8	5	13	10	3	13	36	17	53
Total	32	23	55	32	21	53	35	20	55	42	15	57	141	79	220

12. LOCATIONS OF STUDY ABROAD STUDENTS, FALL 2014 BY COUNTRY AND INSTITUTION

Country	Institution	Number
Argentina	SIT: Public Health in Urban Environments	1
Australia	SIT: Sustainability & Environmental Action	1
Australia	University of New South Wales	1
Denmark	Danish Institute for Study Abroad	4
England	Goldsmiths College, University of London	23
England	Queen Mary College, University of London	8
France	American University Ctr. Of Provence, Aix-en-Provence	1
France	IAU College-Aix-en-Provence	3
France	IES: Nantes-Study in Nantes	1
India	CIEE: University of Hyderabad-Arts and Sciences	1
Israel	Haifa University	1
Italy	Accademia dell'Arte in Arezzo	12
Italy	SAI: Muhlenberg at Florence University of the Arts	8
Kenya & Tanzania	SFS: Wildlife Management Studies	2
Netherlands	Muhlenberg in Maastricht	20
New Zealand	GlobaLinks: University of Canterbury	1
Panama	SFS: Tropical Island Biodiversity & Conservation Stds.	1
Peru	SIT: Indigenous Peoples and Globalization	1
Puerto Rico	Spanish Studies Abroad: Integrated Studies Program	1
South Africa	SIT: Community Health and Social Policy	1
Spain	IES: Barcelona-Liberal Arts and Business	2
Spain	IES: Granada-Study in Granada	2
Spain	St. Louis University: Madrid	1

13. GRAPH: LOCATIONS OF STUDY ABROAD STUDENTS, FALL 2014 BY COUNTRY



14. WESCOE SCHOOL ENROLLMENTS LIBERAL ARTS PROGRAM

Term	Degree-seeking students			Students not seeking a degree at Muhlenberg			TOTAL students	FTE
	f	m	t	f	m	t		
Fall 2005	94	70	164	19	17	36	200	103.6
Fall 2006	111	71	182	19	12	31	213	103.6
Fall 2007	81	47	128	56	31	87	215	109.1
Fall 2008	75	50	125	46	28	74	199	105.3
Fall 2009	91	68	159	3	8	11	170	95.1
Fall 2010	99	76	175	4	3	7	182	103.9
Fall 2011	101	80	181	2	3	5	186	106.1
Fall 2012	75	60	135	13	8	21	156	89.1
Fall 2013	80	70	150	2	2	4	154	82.3
Fall 2014	83	71	154	7	6	13	167	95.6
Spring 2005	92	73	165	17	20	37	202	101.8
Spring 2006	104	79	183	18	12	30	213	107.4
Spring 2007	107	73	180	19	13	32	212	106.9
Spring 2008	121	81	202	4	0	4	206	106.3
Spring 2009	103	81	184	2	8	10	194	183.3
Spring 2010	42	38	80	56	38	94	174	100.5
Spring 2011	76	69	145	17	11	28	173	101.4
Spring 2012	79	67	146	15	5	20	166	92.5
Spring 2013	107	78	185	2	0	2	187	128.0
Spring 2014	77	75	152	2	3	5	157	89.6

Full-Time Equivalents (FTE) includes Wescoe School Students enrolled in 'day' course offerings. One FTE = 4CU
 Key: f = female, m = male, t = total

15. SUMMER STUDY ENROLLMENTS

Year	Degree-seeking students			Students not seeking a degree at Muhlenberg			TOTAL students	FTE
	d	w	t	w	l	t		
2005	321	187	508	91	9	100	608	254.9
2006	282	179	461	68	3	71	532	224.4
2007	265	110	375	102	2	104	479	178.6
2008	240	130	370	84	1	85	455	174.4
2009	292	99	391	64	23	87	478	194.9
2010	309	14	323	80	19	99	422	154.5
2011	355	95	450	58	11	69	519	199.0
2012	324	136	460	53	27	80	540	224.6
2013	333	137	470	70	23	93	563	252.6
2014	232	204	436	50	4	54	490	244.1

One FTE = 4CU
 Key: d = day, w = Wescoe School liberal arts program, l = LVAIC agreement, t = total

16. Wescoe school enrollments DEGREE COMPLETION PROGRAM

	Active Cohorts			Business Administration			Human Resources Management			Information Systems			TOTAL students
	a	e	t	f	m	t	f	m	t	f	m	t	
Spring 2005	6	5	11	35	34	69	8	2	10	10	10	20	99
Summer 2005	6	5	11	32	24	56	13	5	18	3	15	18	92
Fall 2005	6	3	9	19	15	34	14	10	24	2	10	12	70
Spring 2006			8	25	19	44	12	4	16	1	9	10	70
Summer 2006			7	27	19	46	7	2	9	1	9	10	65
Fall 2006			4	20	8	28	7	2	9	0	0	0	37
Spring 2007			6	29	16	45	7	1	8	6	0	6	59
Summer 2007			6	29	20	49	7	1	8	6	0	6	63
Fall 2007			5	22	18	40	7	1	8	6	0	6	54
Spring 2008			8	28	38	66	7	1	8	5	8	13	87
Summer 2008			8	40	18	58	7	1	8	10	12	22	88
Fall 2008			6	34	13	47	7	1	8	5	2	7	62
Spring 2009			8	47	17	64	*	*	*	5	8	13	77
Summer 2009			11	61	24	85	*	*	*	7	10	17	102
Fall 2009			9	37	20	57	*	*	*	7	11	18	75
Spring 2010			10	49	31	80	*	*	*	5	12	17	97
Summer 2010			11	56	34	90	*	*	*	5	13	18	108
Fall 2010			9	49	29	78	*	*	*	3	9	12	90
Spring 2011			11	42	35	77	*	*	*	4	10	14	91
Summer 2011			9	47	27	74	*	*	*	4	5	9	83
Fall 2011			5	30	17	47	*	*	*	4	5	9	56
Spring 2012			8	38	17	55	*	*	*	5	10	15	70
Summer 2012			6	19	28	47	*	*	*	2	5	7	54
Fall 2012			4	23	9	32	*	*	*	2	5	7	39
Spring 2013			9	44	17	61	*	*	*	10	17	27	88
Summer 2013			11	48	23	71	*	*	*	10	19	29	100
Fall 2013			9	39	20	59	*	*	*	10	18	28	87
Spring 2014			9	39	21	60	*	*	*	8	12	20	80
Summer 2014			9	45	27	72	*	*	*	8	12	20	92
Fall 2014			6	33	19	52	*	*	*	7	9	16	68

Key: a = Allentown campus, e = Easton campus, t = total, f = female, m = male

Note: As of the Spring 2006 Semester courses were only offered at the Allentown Campus; *Human Resource Management is no longer offered as a major.

III. Majors, Minors, and Degrees

1. MAJOR FIELD OF STUDY BY ADMINISTRATIVE COLLEGE

	Fall 2012			Fall 2013			Fall 2014		
	d	w	t	d	w	t	d	w	t
Arts Division									
Art	31	3	34	29	2	31	10	2	12
Art History			*			*	5	1	6
Art Studio			*			*	11	2	13
Dance	57	0	57	55	0	55	68	0	68
Music	54	0	54	48	1	49	50	1	51
Theatre	182	1	183	168	0	168	190	1	191
Division Total	342	4	328	300	3	303	334	7	341
Humanities Division									
English	83	5	88	74	8	82	74	12	86
French	8	0	8	9	0	9	4	1	5
German	1	0	1	1	0	1	0	0	0
History	43	6	49	37	4	41	36	1	37
Philosophy	22	2	24	18	1	19	14	1	15
Religion Studies	8	0	8	10	0	10	9	1	10
Spanish	28	1	29	25	2	27	20	1	21
Division Total	193	14	207	174	15	189	157	17	174
Interdisciplinary Division									
American Studies	18	3	21	11	2	13	4	3	7
Biochemistry	31	2	33	29	0	29	18	1	19
Environmental Science	21	0	21	29	0	29	27	1	28
Film Studies	17	0	17	33	1	34	29	0	29
German Studies	0	0	0	0	0	0	0	0	0
International Studies	25	1	26	27	1	28	27	3	30
Jewish Studies			*	9	0	9	11	0	11
Natural Science	4	0	4	4	0	4	4	1	5
Neuroscience	66	1	67	82	0	82	91	2	93
Philosophy/ Political Thought	5	0	5	5	0	5	4	0	4
Physical Science	4	1	5	4	1	5	1	1	2
Political Economy & Public Policy	4	0	4	7	0	7	3	0	3
Russian Studies	2	0	2	4	0	4	3	0	3
Division Total	197	8	205	244	5	249	222	12	234
Natural Science & Mathematics Division									
Biology	83	3	86	105	2	107	99	2	101
Chemistry	26	3	29	29	0	29	28	0	28
Computer Science	12	2	14	16	5	21	14	4	18
Mathematics	36	0	36	46	1	47	46	1	47
Physics	17	0	17	22	0	22	16	1	17
Division Total	174	8	182	218	8	226	203	8	211
Social Science Division									
Accounting	57	7	64	66	10	76	54	11	65
Anthropology	18	1	19	24	3	27	23	3	26
Business Administration	155	16	171	151	13	164	150	15	165
Economics	41	1	42	48	0	48	39	0	39
Finance	64	2	66	60	3	63	63	4	67
History/ Government	1	0	1	0	0	0			*
Media & Communication	128	4	132	125	7	132	107	1	108
Political Science	61	4	65	54	3	57	50	4	54
Psychology	203	8	211	179	7	186	169	5	174
Sociology	13	1	14	18	0	18	16	0	16
Division Total	741	44	785	725	46	771	671	43	714
Self Designed	5	0	5	3	0	3	5	0	5

Major Field of Study includes both Major One and Major Two.

Data current at the conclusion of the Fall 2014 add/drop period.

* = major not offered
Key: d = Day College, w = Wescoe School Liberal Arts Program, t = total

2. MINOR FIELD OF STUDY BY ADMINISTRATIVE COLLEGE

	Fall 2012			Fall 2013			Fall 2014		
	d	w	t	d	w	t	d	w	t
Arts Division									
Art	18	1	19	27	1	28	11	1	12
Art History			*			*	3	0	3
Art Studio			*			*	9	1	10
Dance	18	0	18	17	0	17	27	0	27
Music	26	0	26	16	0	16	15	0	15
Division Total	62	1	63	60	1	61	65	2	67
Humanities Division									
Creative Writing	32	0	32	20	0	20	30	0	30
English	11	0	11	14	1	15	18	0	18
French	4	0	4	10	0	10	9	0	9
German	0	0	0	0	0	0	0	0	0
History	15	0	15	11	0	11	9	1	10
Philosophy	11	0	11	8	0	8	5	0	5
Religion Studies	7	1	8	6	1	7	8	0	8
Spanish	30	1	31	27	0	27	26	1	27
Division Total	110	2	112	96	2	98	105	2	107
Interdisciplinary Division									
Africana Studies	8	0	8	6	0	6	7	0	7
Asian Traditions	5	0	5	6	0	6	7	0	7
Film Studies			*	2	0	2	4	0	4
German Studies	5	0	5	8	0	8	4	1	5
Latin American & Caribbean Studies	2	0	2	7	0	7	4	0	4
Jewish Studies	18	0	18	16	0	16	12	0	12
Public Health	66	0	66	69	0	69	90	0	90
Russian Studies	5	0	5	8	0	8	7	0	7
Sustainability Studies	15	0	15	14	0	14	13	0	13
Women's and Gender Studies			*			*	11	0	11
Women's Studies	20	1	21	20	0	20	9	0	9
Division Total	144	1	145	156	0	156	168	1	169
Natural Science & Mathematics Division									
Chemistry	4	0	4	3	0	3	6	0	6
Computer Science	3	0	3	5	0	5	6	0	6
Mathematics	28	0	28	31	0	31	23	0	23
Physics	2	1	3	1	0	1	3	0	3
Division Total	37	1	38	40	0	40	38	0	38
Social Science Division									
Accounting	4	0	4			*			*
Anthropology	8	0	8	4	0	4	6	0	6
Business Administration	38	1	39	51	1	52	38	2	40
Economics	8	0	8	14	0	14	13	0	13
Political Science	25	1	26	14	1	15	10	1	11
Sociology	6	0	6	8	1	9	11	0	11
Division Total	89	2	91	91	3	94	78	3	81

Minor Field of Study includes both Minor One and Minor Two.

Data current at the conclusion of the Fall 2014 add/drop period.

* = minor not offered
Key: d = Day College, w = Wescoe School Liberal Arts Program, t = total

3. EDUCATION CERTIFICATION PROGRAMS BY CLASS YEAR, DAY STUDENTS

	2015			2016			2017			2018			TOTAL		
	d	w	t	d	w	t	d	w	t	d	w	t	d	w	t
CERTIFICATION PROGRAMS															
Pre K to 4 th	13	1	14	13	0	13	17	1	18	32	1	33	75	3	78
4 th to 8 th	0	4	4	0	0	0	2	0	2	0	1	1	2	5	7
7 th to 12 th	13	0	13	7	1	8	17	2	19	2	1	3	39	4	43
Total	26	5	31	20	1	21	36	3	39	34	3	37	116	12	128

4. MAJORS OF GRADUATES BY GRADUATION YEAR AND ADMINISTRATIVE COLLEGE

	2010			2011			2012			2013			2014		
	d	w	t	d	w	t	d	w	t	d	w	t	d	w	t
Arts Division															
Art	16	1	17	14	0	14	18	2	20	15	2	17	12	0	12
Art History			*			*			*			*	1	0	1
Art Studio			*			*			*			*	0	0	0
Dance	23	0	23	19	0	19	27	1	28	28	0	28	16	0	16
Music	21	0	21	14	0	14	15	0	15	25	0	25	16	0	16
Theatre	58	0	58	39	0	39	53	1	54	59	0	59	65	0	65
Division Total	118	1	119	86	0	86	113	4	117	127	2	129	110	0	110
Humanities Division															
English	24	2	26	30	2	32	37	5	42	35	2	37	34	0	34
French	7	0	7	3	0	3	2	0	2	1	0	1	5	0	5
German	0	0	0	1	0	1	1	0	1	0	0	0	0	0	0
History	33	2	35	30	2	32	19	3	22	22	3	25	18	2	20
Philosophy	8	0	8	6	0	6	4	0	4	11	1	12	10	0	10
Religion Studies	6	0	6	6	1	7	9	0	9	5	0	5	4	0	4
Spanish	25	0	25	20	0	20	22	0	22	16	0	16	9	1	10
Division Total	103	4	107	96	5	101	94	8	102	90	6	96	80	3	83
Interdisciplinary Division															
American Studies	6	1	7	1	0	1	4	1	5	12	1	13	7	0	7
Biochemistry	6	0	6	8	0	8	12	0	12	6	0	6	11	0	11
Environmental Science	8	0	8	10	0	10	7	1	8	4	0	4	13	0	13
Film Studies	13	1	14	8	1	9	5	0	5	7	0	7	8	0	8
German Studies	0	0	0	1	0	1	0	0	0	0	0	0	1	0	1
International Studies	10	0	10	10	1	11	11	2	13	11	1	12	13	1	14
Jewish Studies			*			*			*			*	1	0	1
Natural Science	4	0	4	3	0	3	0	0	0	3	0	3	1	0	1
Neuroscience	23	0	23	20	0	20	42	0	42	25	0	25	30	1	31
Philosophy/ Political Thought	3	0	3	1	0	1	0	0	0	4	0	4	1	0	1
Physical Science	1	0	1	2	0	2	0	0	0	0	0	0	3	0	3
Political Economy & Public Policy	1	0	1	1	0	1	0	0	0	0	0	0	3	0	3
Russian Studies	3	0	3	2	0	2	1	0	1	0	0	0	3	0	3
Division Total	78	2	80	67	2	69	82	4	86	72	2	74	95	2	97
Natural Science & Mathematics Division															
Biology	43	2	45	31	1	32	39	4	43	34	0	34	35	1	36
Chemistry	10	1	11	12	0	12	8	0	8	6	2	8	8	0	8
Computer Science	3	0	3	0	1	1	0	0	0	3	0	3	8	0	8
Mathematics	12	0	12	22	2	24	9	0	9	17	0	17	14	0	14
Physics	4	0	4	5	0	5	3	0	3	5	0	5	10	0	10
Division Total	72	3	75	70	4	74	59	4	63	65	2	67	75	1	76
Social Science Division															
Accounting	28	2	30	22	1	23	33	7	40	14	6	20	31	3	34
Anthropology	7	0	7	11	0	11	1	1	2	9	0	9	8	1	9
Business Administration	98	12	110	80	5	85	79	6	85	78	10	88	66	3	69
Economics	18	0	18	16	0	16	20	0	20	13	0	13	23	0	23
Finance	37	3	40	18	2	20	32	3	35	28	2	30	37	0	37
History/ Government	1	0	1	3	0	3	1	0	1			*			*
Media & Communication	70	0	70	60	5	65	61	1	62	55	1	56	66	2	68
Political Science	31	0	31	32	0	32	33	1	34	30	1	31	29	1	30
Psychology	76	3	79	75	7	82	80	4	84	94	3	97	63	5	68
Sociology	6	0	6	9	0	9	11	0	11	3	0	3	10	0	10
Division Total	372	20	392	326	20	346	351	23	374	324	23	347	333	15	348
Self Designed	1	0	1	3	0	3	1	0	1	4	0	4	2	0	2

Graduation year includes all graduation dates for a given year.

The most recent graduation year does not include October graduates.

* = major not offered
Key:
d = Day College
w = Wescoe School
Liberal Arts Program
t = total

5. MINORS OF GRADUATES BY GRADUATION YEAR AND ADMINISTRATIVE COLLEGE

	2010			2011			2012			2013			2014		
	d	w	t	d	w	t	d	w	t	d	w	t	d	w	t
Arts Division															
Art	18	0	18	21	1	22	17	3	20	13	1	14	17	0	17
Art History			*			*			*			*	0	0	0
Art Studio			*			*			*			*	3	0	3
Dance	10	0	10	6	0	6	7	0	7	7	0	7	4	0	4
Music	13	0	13	8	0	8	11	0	11	17	0	17	5	0	5
Division Total	41	0	41	35	1	36	35	3	38	37	1	38	29	0	29
Humanities Division															
Creative Writing	15	0	15	15	0	15	13	0	13	22	0	22	9	0	9
English	5	0	5	4	0	4	7	0	7	8	0	8	6	0	6
French	5	0	5	4	0	4	6	0	6	1	0	1	1	0	1
German	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
History	6	0	6	2	0	2	4	0	4	4	0	4	5	0	5
Philosophy	5	0	5	6	0	6	5	0	5	4	0	4	6	0	6
Religion Studies	7	0	7	1	0	1	3	0	3	3	0	3	6	0	6
Spanish	11	0	11	11	0	11	19	0	19	13	0	13	12	0	12
Division Total	54	0	54	43	0	43	57	0	57	55	0	55	45	0	45
Interdisciplinary Division															
Africana Studies			*			*			*			*	3	0	3
African American Studies	2	0	2	2	0	2	4	0	4	5	0	5	1	0	1
Asian Traditions	2	0	2	6	0	6	1	0	1	2	0	2	4	0	4
Environmental Studies	2	0	2	0	0	0			*			*			*
Film Studies			*			*			*	1	0	1	0	0	0
German Studies	1	0	1	0	0	0	2	0	2	0	0	0	5	0	5
Latin American & Caribbean Studies			*			*			*	1	0	1	3	0	3
Jewish Studies	9	0	9	8	0	8	5	0	5	9	0	9	9	0	9
Public Health	21	0	21	30	0	30	37	1	38	36	0	36	32	0	32
Russian Studies	2	0	2	4	0	4	1	0	1	3	0	3	1	0	1
Sustainability Studies	1	0	1	7	0	7	9	0	9	7	0	7	10	0	10
Women & Gender Studies			*			*			*			*	2	0	2
Women's Studies	4	0	4	9	0	9	18	0	18	14	1	15	10	0	10
Division Total	44	0	44	66	0	66	77	1	78	78	1	79	80	0	80
Natural Science & Mathematics Division															
Chemistry	0	0	0	3	0	3	0	0	0	2	0	2	2	0	2
Computer Science	1	0	1	2	0	2	1	0	1	1	0	1	2	0	2
Mathematics	8	0	8	9	0	9	6	0	6	10	0	10	27	0	27
Physics	0	0	0	0	0	0	0	0	0	1	1	2	4	0	4
Division Total	9	0	9	14	0	14	7	0	7	14	1	15	35	0	35
Social Science Division															
Accounting	0	0	0	1	0	1	0	0	0	*	*	*	*	*	*
Anthropology	8	0	8	7	0	7	4	1	5	5	0	5	1	0	1
Business Administration	28	0	28	18	1	19	27	3	30	24	2	26	29	1	30
Economics	8	0	8	6	0	6	6	0	6	1	0	1	6	0	6
Entrepreneurial Studies	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Political Science	9	1	10	16	0	16	9	0	9	15	0	15	11	0	11
Sociology	5	0	5	1	0	1	2	0	2	4	0	4	2	0	2
Division Total	59	1	60	49	1	50	48	4	52	49	2	51	49	1	50

Graduation year includes all graduation dates for a given year.

The most recent graduation year does not include October graduates.

* minor not offered

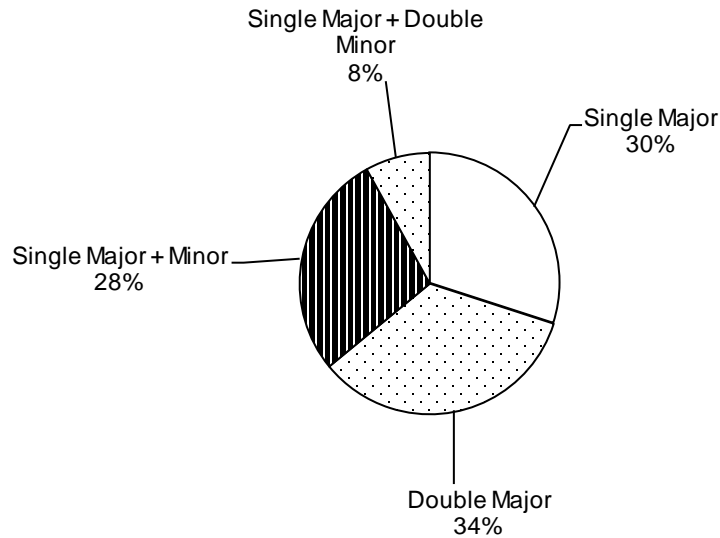
Key:
d = Day College
w = Wesco School Liberal Arts Program
t = total

6. TEACHER EDUCATION PROGRAM COMPLETIONS by graduation year, day students

	2010	2011	2012	2013	2014
Elementary	15	10	6	14	*
Secondary	14	12	7	10	*
Pre K to 4 th	*	*	*	*	6
4 th to 8 th	*	*	*	*	2
7 th to 12 th	*	*	*	*	6
TOTAL	29	22	13	24	14

Graduation year includes all graduation dates for the given year, not only May graduation dates. The 2014 graduation year does not include October 2014 graduates. * = program not offered

7. GRAPH: FIELD OF STUDY DISTRIBUTION, MAY 2014 GRADUATES



8. DEGREES GRANTED BY GRADUATION YEAR AND ADMINISTRATIVE COLLEGE

	2011				2012				2013				2014			
	d	w LAP	w DCP	t	d	w LAP	w DCP	t	d	w LAP	w DCP	t	d	w LAP	w DCP	t
Associate Degree		1		1		1		1						1		1
Bachelor of Arts	391	25		416	415	38		453	433	30		463	385	18		403
Bachelor of Science	104	3		107	108	6		114	88	2		90	113	2		115
Dual Degree (Bachelors of Arts and of Science)	4			4	7			7	5			5	10			10
Other Bachelor Degrees			52	52			37	37			23	23			20	20
TOTAL DEGREES	499	29	52	580	530	45	37	612	526	32	23	581	508	21	20	549

Graduation year includes all graduation dates for given year, not only May graduation dates. The 2014 graduation year does not include October 2014 graduates.

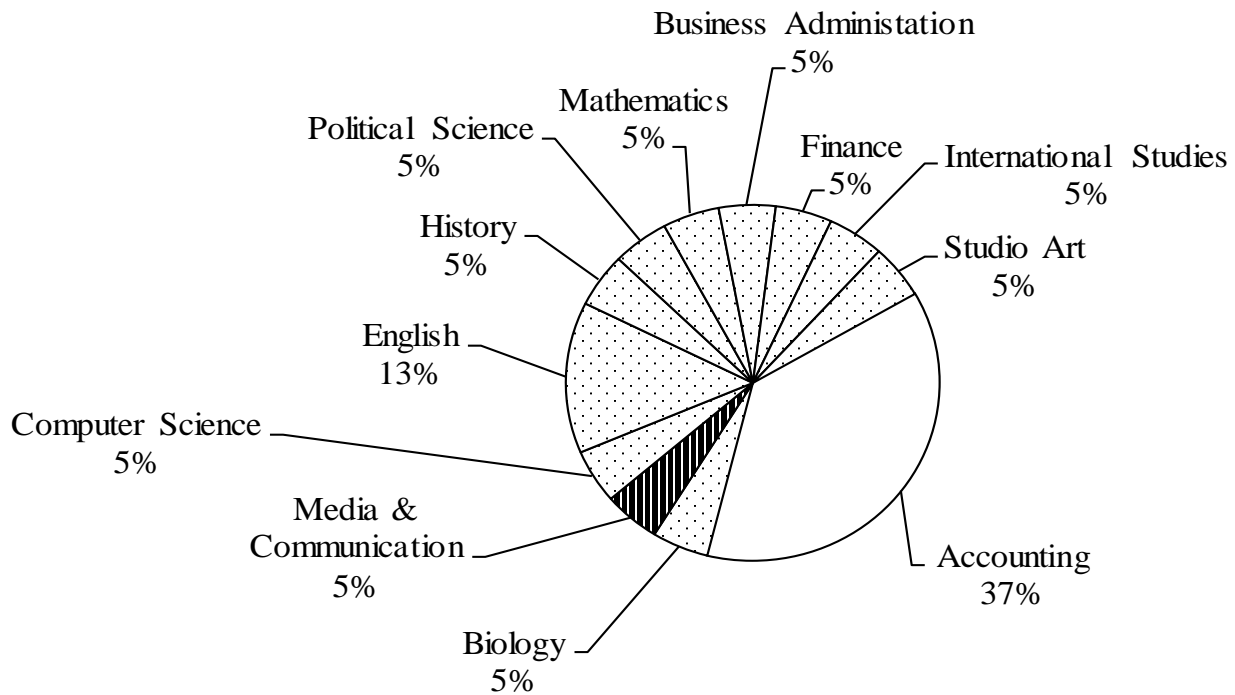
Key: d = day college, w = Wescoe school, LAP = Wescoe School Liberal Arts Program, DCP = Wescoe School Degree Completion Program, t = total

9. MAJOR CERTIFICATES GRANTED BY GRADUATION YEAR

Graduation Year	Number of Major Certificated Granted
2009	6
2010	2
2011	4
2012	0
2013	5
2014	5

Graduation year includes all graduation dates for given year, not only May graduation dates. The 2014 graduation year does not include October 2014 graduates.

10. GRAPH: FIELD OF MAJOR CERTIFICATES: 2009-2014



IV. Career Plans and Awards

1. SUMMARY OF CAREER PLANS, DAY STUDENTS BY GRADUATION YEAR

Career Status	Number of Students				
	2009	2010	2011	2012	2013
Full-time employment	274	329	304	304	320
Advanced Study	129	149	127	128	116
Graduate School	82	103	89	77	85
Health Professions	22	26	22	33	17
Law	25	20	16	18	14
Miscellaneous	41	22	13	27	45
Total Respondents	444	500	444	459	481
Graduating Class Size (Day Students)	489	545	484	500	524
Percent Responding	90.8%	91.7%	91.7%	91.8%	91.8%

Career Status	Percent of Respondents				
	2009	2010	2011	2012	2013
Full-time employment	61.7	65.8	68.5	66.2	66.5
Advanced Study	29.1	29.8	28.6	27.9	24.1
Graduate School	18.5	20.6	20.1	16.8	17.7
Health Professions	5.0	5.2	5.0	7.2	3.5
Law	5.6	4.0	3.6	3.9	2.9
Miscellaneous	9.2	4.4	2.9	5.9	9.4

Information was collected within one year following graduation. "Miscellaneous" includes travel, part-time employment, temporary employment, unemployment and non-employment by choice (e.g. awaiting graduate/professional school acceptance)

2. RECIPIENTS OF NATIONAL AND INTERNATIONAL AWARDS

David Brower Youth Award

Jacob Glass '13

Carnegie Endowment Junior Fellows

Kirill Meleshevich '08, Finalist

Jack Kent Cooke Foundation Undergraduate Scholarship

Up to \$50,000 annually, renewable each year of undergraduate program.

Laura Sutherland '05

Fulbright Scholarship

One year's equivalent of \$25,000 plus travel expenses.

Matthew Balaban '10, Teaching, Bangladesh

Mallory Bernstein '14, Teaching, South Africa

Thomas Bertorelli '10, Teaching, Poland (2012), Alternate, Poland (2010)

Melissa Bressler '12, Teaching, Thailand

Jennifer Bradley '97, Teaching, Korea

Eirinn Disbrow '10, Finalist (2010 and 2011)

Jennifer Epting '03 Teaching, Clermont-Ferrand, France

Nina Forsberg '01, Teaching, Korea

Amanda Gavin '12, Finalist

Rebecca Haverson '10, Teaching, Malaysia

Meaghan Healy '08, Teaching, Argentina

Sarah Illing '10, Teaching, Columbia

Gillian Irwin '13, Teaching, Indonesia

Saraswati Iobst '02, Finalist

Kristine Len '03, Teaching, Korea

Kathryn McCleary '01, Women's Studies/History, Spain

Jennifer Melis '12, Teaching, Turkey

Fawn Schoenberg '01, Finalist

Laura Sheard '07, Finalist

Ethan Simon '11, Finalist

Dennis Slade '99, Teaching, Korea

David Sobotkin '03, Finalist

Melinda Solomon '98, Teaching, Korea

Laura Sutherland '05, Finalist

Kristin Wilton '97, Teaching, Germany

Benjamin A. Gilman International Scholarship

\$5,000 for undergraduate study abroad

Ashley Rider '09
Sydney Yonak '13

Goldwater Scholarship

\$7,500 for undergraduate studies.

Macauley Breault '15, Honorable Mention
Nathan Crossette '13, Honorable Mention
James Custer, Jr. '15, Honorable Mention
Jaclyn Durkin '13, Honorable Mention
David Gasalberti '11, Winner in 2010, Honorable Mention in 2009
Jake Tompkins Herb '11, Winner in 2010, Honorable Mention in 2009
Scott Kanner '12, Honorable Mention
Jackson Mayo '00 (2 years)
John Santa Maria '08 (2 years)
Amanda Meier '13, Winner in 2012, Honorable Mention in 2011
Laura Sheard '07 (2 years)
Brian Tavernia '04, Honorable Mention

Health Professions Scholarship Program (HPSP)

U.S. Armed Forces commissions. Full tuition, fees, and expenses, including books and required equipment, for four years of professional school; monthly stipend.

Meredith Colwell '12, Navy, Dental, University of Maryland School of Dental Medicine
Adam DiVincenzo '04, Navy, Dental, Tufts University School of Dental Medicine
Justin Henning '04, Navy, Medical, Jefferson Medical College
Kyle Keinath '10, Navy, Medicine, Philadelphia College of Osteopathic Medicine
Susan Marchiano '04, Air Force, Medical, University of Medicine and Dentistry of New Jersey-College of Osteopathic Medicine
Peter McIntyre '04, Navy, Medical, Jefferson Medical College
Robert Uniszkiwicz '04, Navy, Medical, Drexel University College of Medicine
Evan Wright '04, Navy, Medical, Philadelphia College of Osteopathic Medicine

Howard Hughes Medical Institute

Rebecca Wingert '99, Honorable Mention, Ph.D., Biology, Harvard University

Irish Research Council for Science, Engineering & Technology

€24,003 for each of three years for Doctorate level research and one year for Masters level research.

Erin Jo Tiedeken '10, Study in Plant Ecology at Trinity College in Dublin

Japan – U.S. Commission Bridging Scholarship

\$4,000 for study in Japan

Emi Sakayama '06

Jacob K. Javits Fellowship

Up to \$43,755 per year for four years of graduate study

Sarah Kersh '04, Ph.D., English, Vanderbilt University

Rachel Miller '04, Ph.D., English, University of Wisconsin

Janet H. and C. Harry Knowles Science Teaching Foundation Fellowship

\$55,000 per year for two years to support research toward teaching of science and math in high schools.

Alexander Joujan '05

James Madison Memorial Fellowship Foundation

\$24,000 for two years for seniors and graduates who intend to teach American history, American government, or social studies.

Christopher Baylor '97, M.A., History, Brown University

Evan McLaughlin '10, History

The Thurgood Marshall College Fund, New Horizon Scholar

\$2,500 toward college expenses, as well as to offset student loans, for students of Hispanic or African American heritage.

Ryan Chapoteau '08

Medical Scientist Training Program Award

M.D./Ph.D. Program, full tuition, medical insurance, stipend throughout 6-year training.

Joshua Cohen '11, University of Alabama-Birmingham

Jill Neiman '06, University of Colorado School of Medicine

Rebecca Schneider '01, Baylor University

Eric Smith '02, Albert Einstein College of Medicine of Yeshiva University

Minority Corporate Counsel Association Lloyd M. Johnson Scholarship

\$10,000 award to assist individuals from minority backgrounds in their first year of law school.

Ryan Chapoteau '08

National Collegiate Athletic Association (NCAA)*\$7,500 for graduate study*

Gerald 'Michael' Baer '12

Jason Finkelstein '06

Sara Gearin '08, Finalist

Kathleen Haggerty '07, Finalist

Matthew Loesch '07

Amy Schmidt '06

Robert Torphy '11

David Vassilaros '03

Nicole Washburn '07

National Collegiate Honors Council Student of the Year

Jacob Glass '13

National Defense Science and Engineering Graduate Fellowship*Full tuition and required fees plus \$30,500, \$31,000, \$31,500 in successive years.*

Jackson Mayo '00, Ph.D., Physics, Princeton University

(This student won and declined a NSF in order to take the NDSEGF).

National Physical Science Consortium*Full tuition, fees, yearly stipend (\$12,500/year for years 1-4; \$15,000/year for years 5-6),
2 summers of employment.*

Jessica Neff '01, Artificial Intelligence, University of Florida

National Science Foundation*Graduate Research Fellowship for 3-5 years; \$30,000 per year plus \$10,500 cost of education
allowance; promise to supplement award by graduate institution.*

Christopher Alvaro '10, Honorable Mention (2011 and 2012)

Karen Baab '00, Ph.D., Physical Anthropology, Columbia & New York University Consortium

Andrea Cerrone '02, Winner (2004), Honorable Mention (2003), Ph.D., Biochemistry,
Penn State University

Miriam Eisenberg '07, Honorable Mention

Christine Gleave '11, Honorable Mention

Lori Haynes '01, Honorable Mention, Plant Ecology, University of Pennsylvania

Jake Tompkins Herb '11, Princeton University

Beth Irwin '07, Chemical Ecology, Penn State University

Jackson Mayo '00, Ph.D., Physics, Princeton University

(This student won and declined the NSF in order to take a NDSEFG.)

John Santa Maria '08, Honorable Mention, Ph.D., Biochemistry, Harvard University

Amanda Meier '13, Honorable Mention

Jessica Nesmith '09, University of North Carolina at Chapel Hill

Emily Petchler '09

Laura Sheard '07, Honorable Mention, Ph.D., Neuroscience, University of Washington
 Mackenzie Smith '06, Honorable Mention, Ph.D. Atmospheric Chemistry, Harvard University
 Christopher Szakal '01, Honorable Mention, Chemistry, Penn State University
 Jessica Tanis '02, Winner (2004), Honorable Mentions (two), Molecular and Environmental
 Biology, Yale University
 Erin Jo Tiedeken '10, Plant Ecology, Trinity College in Dublin
 Mark Urban '98, Honorable Mention, M.S/Ph.D. Environmental Science, Yale University
 Rebecca Wingert '99, Honorable Mention, Ph.D., Biology, Harvard University
 Elia Wright '10, Honorable Mention

Pennsylvania Chapter of the Wildlife Society Frank Felbaum Scholarship

\$500 awards for students enrolled in a wildlife ecology or related natural resources program.

Steven Epting '09

Rotary Ambassadorial Scholarship

\$26,000 plus travel and some expenses for one year's study.

Rebecca Eckard '03, International Peace/Conflict and Performance Studies, University of
 Sydney, Australia
 Michael Hogentogler '04, Masters, Finance, University of Manchester, U.K.
 Alyssa Lucademo '04, Finalist
 Christian Subbio '99, Spain

St. Andrew's Society Scholarship

\$20,000 for study in Scotland.

Emma Bartholomew '09, Full-year study, University of Edinburgh
 Anne Cawley '12, (McFarland), Full-year study at University of Edinburgh
 Amy Cohen '10, Full-year study, University of Edinburgh
 Christine Davies '05, Full-year study, St. Andrew's University
 Benjamin Kanigel '08, Full-year study, University of Glasgow
 Martin Lo Sasso '15, Full year study at University of Glasgow
 Benjamin Mervis '11, Full-year study, University of Glasgow
 Megan O'Donnell '06, Full-year study, University of Edinburgh
 Hannah Oros '14, Full-year study, University of Glasgow

George and Emma Torrison Scholarship of the ELCA

\$5,000 for medical studies

Kristen Geisser '03

Harry S. Truman Scholarship

\$30,000 and preferential admission for Master's Studies in Public Policy, with an emphasis on social justice.

Kate Bartkus '00, Political Science and Economics, Woodrow Wilson School of Public Policy,
Princeton University

Kristen DiLorenzo '02, Finalist

Melanie Ferrara '15, Finalist

Jacob Glass '13

Lindsey Moore '04, Finalist

David Sobotkin '03, Finalist

Morris K. Udall Scholarship in National Environmental Policy

\$5,000 for one year towards expenses for tuition, room, board, fees, and books.

Patrick Fligge '10, Honorable Mention

Jacob Glass '13

Sara Imperiale '10

Amanda Meier '13, Honorable Mention

Mark Urban '98, M.S./Ph.D., Environmental Science, Yale University

Adrienne Zitka '02, Rutgers University School of Law

Uniformed Services Scholarship

U.S. Armed Forces commissions. Full tuition, fees, and expenses, including books and required equipment, for four years of professional school; monthly stipend.

Richard Kipp '04, Air Force, Medical, Uniformed Services University of the Health Sciences

USEPA National Network for Environmental Management Studies (NNEMS)

Michael Hoffman '00, Ph.D., Freshwater Ecology, University of Wisconsin

Stephanie Kaliner '99, D.O., Pennsylvania College of Osteopathic Medicine

Heidi Kunsch '01, Ph.D., Pennsylvania State University

Carlene Murray '02

USEPA Science to Achieve Results (STAR)

\$42,000 for up to two years of master's level study and three years of doctoral study in environmental fields.

Deanna Howarth '04, Ph.D., Integrated Toxicology, Duke University

V. Student Life

1. STUDENT GOVERNMENT ASSOCIATION (SGA)

The Student Government Association (SGA) represents undergraduate students, voicing their concerns, promoting their interests, and advocating and advocating for student life and academic concerns at Muhlenberg College.

The Student Body elects a Student Body President and 22 at-large representatives each fall. At their first meeting, members elect a Vice President, Executive Secretary, Recording Secretary and Treasurer who serve as the Executive Board of the SGA.

The SGA is involved in decision making for many aspects of campus life including: appointing students to College and faculty committees, funding campus clubs and organizations, recommending policy changes to campus officials, and generating ideas and programs beneficial to the entire campus.

Additional information, including the SGA's governing documents, can be found on the Student Government Association website: <http://www.muhlenberg.edu/studorgs/council/index.html>.

2. STUDENT ORGANIZATIONS

Academic Interest Organizations

Accounting Society
 Anthropology Club
 Biology Club
 Business & Economics Club
 Chemistry & Biochemistry Club
 Education Society
 History Club
 John Marshall Pre-Law Society
 Le Cercle Français (French)
 Math Club
 Muhlenberg Film Association
 Philosophy Club
 Physics Club
 Pre-Dental Club
 Pre-Health Club
 Pre-Vet Club
 Psychology Club
 Russian Club
 Spanish Club

Campus Service

Cardinal Key
 Class of 2015 Class Council
 Class of 2016 Class Council
 Class of 2017 Class Council
 Class of 2018 Class Council
 Muhlenberg College Emergency Medical Service (MCEMS)
 Muhlenberg Activities Council (MAC)
 Peer Health Advocates at Muhlenberg (PHAM)
 Sexual Assault Support Services (SASS)
 Student Government Association
 Tour Guides

Greek Organizations

Inter-Fraternity Association
 Alpha Tau Omega
 Delta Tau Delta
 Sigma Phi Epsilon
 Panhellenic Association
 Alpha Chi Omega
 Delta Zeta
 Phi Mu
 Phi Sigma Sigma
 Theta Nu Xi

Academic Honor Societies

Alpha Epsilon Delta (Pre-Health)
 Delta Phi Alpha (German)
 Dobro Slovo (Slavic Studies)
 Omicron Delta Epsilon (Economics)
 Omicron Delta Kappa (Leadership)
 Order of Omega (Greek Leadership)
 Pi Mu Epsilon (Mathematics)
 Pi Sigma Alpha (Political Science)
 Phi Alpha Theta (History)
 Phi Beta Kappa (Liberal Arts)
 Phi Sigma Iota (Romance Languages)
 Phi Sigma Tau (Philosophy)
 Psi Chi (Psychology)

Sigma Tau Delta (English)
 Theta Alpha Kappa (Religion)

(Please Note: these groups are advised by the Dean of the College for Academic Life)

Performance Organizations

A Cappella Council
 AcaFellas
 The Chai-Monics!
 The Copasetic Rhythms
 The Dynamics
 FUZiiON Dance
 The Girls Next Door
 God Ordained Dances (G.O.D.)
 InAcchord
 Live in Color – Show Choir
 MINT*
 Muhlenberg Dance Association (MDA)
 Muhlenberg Music Association (MMA)
 Muhlenberg Theatre Association (MTA)
 Muhlenberg Tintinnabulators
 Noteworthy
 Pep Band
 Perkulators
 Rejoice Gospel Choir
 Soul Sound Steppers
 Chamber Orchestra^
 Chapel Choir^
 Jazz Ensemble^
 Muhlenberg Collegium Musicum^
 Opera Workshop^
 Wind Ensemble^

^Non-credit music classes, must audition; contact the Music department for more information

Publications & Communications

Organizations
 Ciarla (yearbook)
 Muhlenberg Broadcasting Community (MBC)
 Muhlenberg Weekly
 Muses Art & Literary Magazine
 WMUH Allentown 91.7 FM

Community Engagement

ACS Colleges Against Cancer
 Adopt a Grandparent
 Alpha Phi Omega
 Best Buddies
 Dress Upon A Star Project
 Foundation for International Medical Relief for Children (FIMRC)
 Habitat for Humanity
 Muhlenberg Peer Health Advocates

Shared Interest Organizations

Active Minds
 Anime Club

Asian Students Association (ASA)
 Black Students Association (BSA)
 Board Game Association
 Chinese Students Association
 College Democrats
 College Republicans
 Community Garden Club
 Comunidad Latina
 Environmental Action Team (EnAcT)
 Feminist Collective
 Great Drug Forum
 International Students Association
 Invisible Children
 Jewelry Making Club
 Kappa Kappa Psi
 Knit Wits
 Magic: The Gathering
 Middle East Enlightenment Project
 Muhlenberg Fashion Society
 Muhlenberg Gourmet Club
 Muhlenberg International Relations Council (MIRC)
 Muhlenberg Outdoors Club
 Muhlenberg Quidditch Club
 Muhlenberg Rootstrikers
 Muhlenberg Trans Advocacy
 Muhlenberg Ukulele Ensemble
 Muhlenberg Writers
 Multicultural Council
 Racquetball Club
 Social Justice Collaborative
 Soka Gokkai International (SGI)
 STRIDE
 Students for Queer Advocacy (SQuAd)
 Students for Reproductive Justice
 Supporting Women of Color

Sports and Recreation Organizations

Fencing Club
 Intramurals
 Martial Arts Club
 Men's Hockey
 Muhlenberg Ultimate
 Student-Athlete Advisory Committee (SAAC)
 Swim Club
 Women's Rugby

Religious Organizations

Disciple Makers CCF
 Hillel
 Muslim Students Association
 Protestant Student Faith Community
 Catholic Campus Ministry

3. COMMUNITY SERVICE & CIVIC ENGAGEMENT 2014-2015

The Office of Community Engagement at Muhlenberg College connects the Muhlenberg and Allentown communities in meaningful reciprocal relationships for change. The office strives to increase student awareness of their importance as integrated, empowered members of a diverse global society and enhance student involvement in important social justice issues. Students organize one-time events, raise awareness of social justice issues, advocate for change, tutor, serve meals, coordinate voter registration campaigns, and much more through the Office of Community Engagement.

4. INTERCOLLEGIATE ATHLETIC HIGHLIGHTS: 2005 - 2014

BASEBALL

- 2005: Muhlenberg leads Division III in triples and sets a school record for offense by averaging 8.59 runs per game.
- 2008: Junior Christian Conti is named Centennial Conference player of the year and first-team all-region after setting school records for home runs (11), triples (11), and RBI (60).
- 2013: Outfielder John Muha hits .408 and becomes the program's all-time hits leader en route to earning first-team all-region honors.
- 2014: Just two years after finishing in last place, the Mules climbed to third to earn their first Centennial Conference playoff berth since 2008. Outfielder John Icaza is named CC rookie of the year.

BASKETBALL (MEN)

- 2005: Sophomore Jeff Stewart sets a Centennial Conference record with 16 double-doubles.
- 2008: The Mules set a school record for margin of victory by defeating Philadelphia Biblical, 107-37.
- 2009: In his final year at Muhlenberg, head coach Dave Madeira wins his 300th game (77-68 vs. Hood).
- 2011: Spencer Liddic breaks a 40-year-old school record for points scored in a season (509) and is named to the Academic All-America first team.
- 2012: The Mules finish 18-9 and advance to the Centennial Conference championship game for the first time since 2001. Senior Spencer Liddic becomes the first Centennial Conference men's player to record 1,000 rebounds and earns Academic All-America honors for the second year in a row. Malique Killing breaks the Centennial Conference record for points by a freshman.
- 2013: Kevin Hargrove records a triple-double with 12 points, 13 rebounds and 10 blocked shots in a 74-53 win against McDaniel.

BASKETBALL (WOMEN)

- 2005: The Mules set Division III records for three-pointers in a game (21) and points in a half (78) in a 133-80 win against Haverford.
- 2006: Muhlenberg sets a school and Centennial Conference record for wins with a 26-3 record. The Mules capture their third Centennial Conference title, reach the second round of the NCAA Tournament, and are ranked 20th in the final Division III poll.
- 2007: Meghan Courtney earns All-America honorable mention.
- 2008: Led by All-American selection Lauren Boyle, Muhlenberg wins the Centennial Conference Championship and hosts two rounds of the NCAA Tournament.
- 2009: The Mules become the first team to go undefeated through the Centennial Conference regular season and playoffs and go on to reach the "Sweet 16" of the NCAA Division III Tournament for the first time. They finish with a record of 26-4 and ranked in the top 15.
- 2010: The Mules win the Centennial Conference regular-season title and receive an at-large bid to the NCAA Tournament for the first time.
- 2011: Muhlenberg wins the Centennial Conference championship and reaches the NCAA "Sweet 16" for the second time in three years with dramatic comeback wins against Williams and Rochester. Alexandra Chili breaks the CC record for career three-pointers as a junior.
- 2012: Muhlenberg wins its fifth Centennial Conference championship in seven seasons, beating top-seeded Johns Hopkins in the title game for the second year in a row. Senior Alexandra Chili, the first player in Centennial Conference history to score 2,000 points, is named to the All-America first team and Academic All-America second team.

CROSS COUNTRY (MEN)

- 2006: For the first time in program history, the Muhlenberg team qualifies for the NCAA Championships, where it finishes 29th in Division III.

- 2007: Juniors David Chorney and Timothy VanSyckle become the first Mule runners to compete at the NCAA Championships twice.
- 2008: Seniors David Chorney and Timothy VanSyckle run in the NCAA Championships for the third year in a row.
- 2009: Junior Bobby Torphy earns a bid to the NCAA Championships.
- 2010: Bobby Torphy again qualifies for the NCAA Championships, where he becomes the first two-time recipient of the “Elite 88” Award. He goes on to be named Academic All-America of the Year (the first in Muhlenberg history) in cross country/track and field.

CROSS COUNTRY (WOMEN)

- 2005: Senior Karen Mount becomes the first Muhlenberg female to run in the NCAA Championships for cross country after finishing fourth at the Mideast Regional.
- 2007: Senior Sara Gearin qualifies for the NCAA Championships as Muhlenberg sends runners from both genders for the first time.
- 2011: Samantha Mayden qualifies to run in the NCAA Championships and leads Muhlenberg to its highest regional finish ever – seventh place.
- 2012: Samantha Mayden posts the highest finish ever by a Mule cross country runner at the NCAA Championships (67th place).
- 2013: Nicki Cronin earns all-region honors for the third straight year and qualifies for the NCAA Championships.

FIELD HOCKEY

- 2006: Muhlenberg defeats Gettysburg, 1-0, for its first postseason win since 1992.
- 2010: Junior Brittany DeAngelis is named to the Academic All-America third team.
- 2011: Senior Brittany DeAngelis is named to the Academic All-America first team.
- 2012: Muhlenberg receives votes in the national Division III poll after an early-season upset of ninth-ranked Montclair State, which will not lose again until the Division III championship game.
- 2013: Kayleigh Thies is named a third-team All-American after helping the Mules earn their first Centennial Conference playoff berth since 2007.

FOOTBALL

- 2005: Senior linebacker Dan McCall is named Centennial Conference defensive player of the year and is selected to two All-American teams.
- 2007: The Mules post their first undefeated regular season ever and win their first outright Centennial Conference championship. Muhlenberg advances to the second round of the NCAA Tournament, finishes with a record of 11-1 and is ranked in the top 10 in Division III.
- 2008: Muhlenberg wins its second straight Centennial title and climbs as high as No. 2 in the national rankings. Seniors John DeLuca and Matthew Rathbun are named Centennial Conference offensive and defensive players of the year, respectively.
- 2010: Muhlenberg rebounds from a 3-7 season in 2009 to win its record-tying ninth Centennial Conference championship (seventh in 10 years). Linebacker Patrick McDonough is named CC defensive player of the year and a second-team All-American.
- 2011: Paced by a defense that allowed fewer than 300 yards and 20 points per game for the 11th straight season, the Mules go 7-3 and finish in second place in the Centennial Conference. Senior linebacker Patrick McDonough is just the third Mule ever named to the American Football Coaches Association All-America team.
- 2012: Muhlenberg earns its ninth postseason berth in 13 years, wrapping up an 8-3 campaign in the ECAC South Atlantic Bowl. Head coach Mike Donnelly reaches the 100-win mark for his career with a 21-0 shutout of Franklin & Marshall.

2013: Tight end Michael Long is named a third-team All-American, and quarterback Nick Palladino is named Centennial Conference rookie of the year after breaking the league record for passing yards by a freshman. The Mules go 8-3 and play in the ECAC South Atlantic Bowl for the second year in a row.

GOLF (MEN)

2011: Zachary Oyer concludes his career with a school-record stroke average of 78.3 and finishes second at the Centennial Conference Championships. Muhlenberg ties a program record with three tournament wins during the year.

GOLF (WOMEN)

2005: Muhlenberg finishes first at the Dickinson Invitational for its first win ever in a regular-season tournament.

2006: Junior Kristen Amore (third) and sophomore Dana Lynn Bielecki (fourth) both finish in the top five at the Centennial Conference Championships.

2007: The Mules win the Centennial Conference Championship by 30 strokes over five-time defending champ McDaniel. Freshman Kimberly Snyder wins the CC tournament and shatters the school record by averaging 81.7 strokes per round for the year.

LACROSSE (MEN)

2006: The Mules defeat Franklin & Marshall for their first win against an established Centennial Conference program.

2008: In its sixth varsity season, Muhlenberg qualifies for the Centennial Conference playoffs and earns votes in the national poll. Senior midfielder Kyle Farris and junior defenseman John DeLuca are named All-Americans.

2009: The Mules tie for third in the Centennial Conference, and John DeLuca earns All-America honors for the second straight year.

2010: Muhlenberg scores its first win against a nationally ranked team, beating No. 13 Haverford – the eventual Centennial Conference champion – in overtime.

2011: Muhlenberg beats perennial Division III power Gettysburg for the first time. The 11th-ranked Bullets are the highest-ranked team the Mules have defeated.

LACROSSE (WOMEN)

2005: The Mules blank Chestnut Hill 18-0 for their first shutout ever.

2006: Muhlenberg sets a school record with 10 wins. Courtney Tapkas finishes her career as the second-leading goal-scorer in Centennial Conference history with 218 goals.

2008: The Mules enjoy their best season ever, winning a school-record 11 games and qualifying for the Centennial Conference playoffs.

2009: In their best season ever, the Mules go 10-4, finish in third place in the Centennial Conference, and are voted in the national poll for the first time.

2014: Muhlenberg wins its final three regular-season games to land in the Centennial Conference playoffs for the first time in five years. Senior Kaitlyn McCaffrey is named CC defensive player of the year.

SOCCER (MEN)

2005: Ranked as high as 13th in Division III during the season, Muhlenberg captures the Centennial Conference championship for the fifth time.

2007: Muhlenberg ties for the Centennial Conference regular season title and earns a bid to the NCAA Tournament.

2009: Sophomore Cody Antonini earns first-team All American honors and is named Centennial Conference player of the year after scoring 12 goals and leading the Mules to the CC regular-season championship.

2010: Muhlenberg earns an at-large bid to the NCAA Tournament and advances to the “Sweet 16” for the first time since 1997. The Mules are ranked 12th in the final Division III poll and have two All-Americans in forward Cody Antonini and goalie Jason Daniels.

SOCCER (WOMEN)

- 2008: Muhlenberg's first 5-0 start includes its first win ever against Scranton. The Mules go on to finish 11-5-4 and win a home playoff game vs. Haverford.
- 2009: The Mules win the Centennial Conference regular-season title and receive an at-large bid to the NCAA Tournament for the first time.
- 2012: The Mules qualify for the Centennial Conference playoffs and set a school record by allowing only 14 goals all season.

SOFTBALL

- 2009: After tying for last place in 2008, the Mules come back to win their fourth Centennial Conference championship.
- 2011: Muhlenberg wins its fifth Centennial Conference championship, defeating top seed Dickinson twice in the conference playoffs. Senior Ashley Brewer is named CC player of the year for the second year in a row after smashing the school records for home runs (7) and RBI (51) in a season; she also makes the Academic All-America team.
- 2012: Sophomore Kelly Kline is named Centennial Conference player of the year after hitting .478 and breaking the school records for home runs (12), extra-base hits (26), total bases (105) and slugging percentage (.929) in a season. In only two seasons, Kline becomes the Mules' career home run leader with 15.
- 2013: The Mules set a College record for all sports with 31 wins, earning the right to host the Centennial Conference playoffs for the first time. CC co-pitcher of the year Kelsey Jones tosses the first perfect game in program history, retiring all 21 hitters vs. Misericordia.

TENNIS (WOMEN)

- 2005: Muhlenberg receives its first bid to the NCAA Tournament after tying a school record with 12 wins. Junior Amy Schmidt, the Centennial Conference player of the year, receives a bid to the NCAA Individual Championships and wins a first-round match to earn All-America honors.
- 2006: Senior Amy Schmidt, named Centennial Conference Player of the Year for the second year in a row, reaches the semifinals of the NCAA Individual Championships before falling to the eventual national champion.
- 2011: The Mules defeat Haverford, 5-0, for their first postseason win since 1991.

TRACK & FIELD (MEN)

- 2005: Senior John Brodowski earns All-American honors by finishing fourth in the decathlon at the NCAA Outdoor Championships. He also is named Most Outstanding Performer for field events at the Centennial Conference Championships. Christopher Martin is named to the Academic All-America third team.
- 2006: Junior Lex Mercado wins three gold medals - in the 800, 4x400 and 4x800 at the Centennial Conference Indoor Championships.
- 2009: Senior David Chorney qualifies for the NCAA Championships both indoors and outdoors, becoming the first Mule athlete to compete at the national level five times. The distance runner also is named Most Outstanding Performer for track events at the Centennial Conference Indoor Championships. Chorney is part of the distance medley relay team that finishes fourth at the NCAA Indoor Championships.
- 2011: Junior sprinter Peter Rice wins a combined seven gold medals and is named Most Outstanding Performer at the Centennial Conference indoor and outdoor championship meets. Senior Bobby Torphy and junior Michael Baer are both named to the Academic All-America team, with Torphy becoming the first Mule to be named Academic All-America of the Year.
- 2012: Peter Rice finishes his career with a record total of 19 Centennial Conference gold medals after winning seven as a senior. The sprinter also anchors the relay team that wins the 4x400 at The Penn Relays – a first for Muhlenberg since 1943. Senior Michael Baer is named to the Academic All-America first team.
- 2013: Tyler Bauer earns All-America honors by placing fifth in the javelin at the NCAA Championships. The sophomore also is named Centennial Conference Most Outstanding Performer for field events and an Academic All-American.

2014: Tyler Bauer gets selected to the Academic All-America first team after repeating as an All-American in the javelin.

TRACK & FIELD (WOMEN)

- 2005: The Mules capture the Centennial Conference outdoor championship for their first conference title ever. Junior Danielle Seiler is named Most Outstanding Performer for track events and competes in the 400 hurdles at the NCAA Championships for the second year in a row.
- 2006: Junior Sarah Mitchell places seventh in the javelin at the NCAA Outdoor Championships to become the first All-American in team history. Junior Jacquelyn Inverso wins Most Outstanding Performer honors for field events at the Centennial Conference Indoor Championships.
- 2007: Freshman Alex Faust (indoors) and senior Sarah Mitchell (outdoors) are both named Outstanding Performer for field events at the Centennial Conference Championships. Mitchell wins the javelin for the fourth year in a row and qualifies for the NCAA Championships.
- 2009: Juniors Alex Faust and Jennifer Lynch become the first Muhlenberg female athletes to qualify for the NCAA Indoor Championships. Faust goes on to earn All-America honors outdoors by finishing seventh in the pole vault.
- 2010: Alex Faust ends her career with an unprecedented eight gold medals in the pole vault at Centennial championship meets. She earns All-American honors both indoors (sixth place) and outdoors (fourth place).
- 2013: Seventh-place finishes at the NCAA Championships make All-Americans of Stephanie Carnevale (60-meter hurdles indoors) and Samantha Mayden (5,000 meters outdoors).

VOLLEYBALL

- 2005: Junior Julie Lauro becomes the first All-American in team history after becoming the program's all-time leader in kills and surpassing the 1,000-dig mark.
- 2010: Muhlenberg defeats Gettysburg in the last match of the regular season to earn its first playoff bid in nine years.
- 2014: Muhlenberg reached the 20-win mark and advances to the Centennial Conference championship match, both for the first time since 2001. Freshman hitter Allison Glass is named CC rookie of the year.

WRESTLING

- 2005: Sophomore Matt Loesch places fourth – the best finish ever by a Muhlenberg wrestler – at the NCAA Championships.
- 2006: After earning a number one ranking in Division III during the year, junior Matt Loesch finishes sixth at the NCAA Championships to become the Mules' first two-time All-American.
- 2007: Muhlenberg qualifies four wrestlers for the NCAA Championships. One of them, senior Matt Loesch, finishes his career undefeated against Centennial Conference opponents and earns All-America and Academic All-America honors.
- 2009: Senior Rob Kein places eighth at 149 at the NCAA Championships, earning All-America honors.

VI. Student Costs

1. STUDENT COSTS

Year	Tuition and Fees	Activity Fee	Comprehensive Fee	Room	Board	Resident Charges	Total Charges	Percent Increase
2000-2001	20,865	185	21,050	2,930	2,720	5,650	26,700	4.81%
2001-2002	22,015	195	22,210	3,090	2,870	5,960	28,170	5.51%
2002-2003	23,250	205	23,455	3,295	3,000	6,295	29,750	5.61%
2003-2004	24,730	215	24,945	3,490	3,050	6,540	31,485	5.83%
2004-2005	26,570	230	26,800	3,875	3,150	7,025	33,825	7.43%
2005-2006	28,550	210	28,760	4,070	3,200	7,270	36,030	6.52%
2006-2007	30,490	225	30,715	4,265	3,260	7,525	38,240	6.13%
2007-2008	32,850	240	33,090	4,480	3,310	7,790	40,880	6.90%
2008-2009	35,125	250	35,375	4,700	3,360	8,060	43,435	6.25%
2009-2010	36,730	260	36,990	4,985	3,455	8,440	45,430	4.59%
2010-2011	38,100	270	38,380	5,035	3,700	8,735	47,115	3.71%
2011-2012	39,630	285	39,915	5,210	3,830	9,040	48,955	3.91%
2012-2013	41,225	285	41,510	5,390	3,965	9,355	50,865	3.90%
2013-2014	42,470	285	42,755	5,525	4,555*	10,080	52,835	3.87%
2014-2015	43,860	285	44,145	5,665	4,670*	10,335	54,480	3.11%

* Please note: reflects the “Gold” meal plan, which is the most popular.

2. STUDENT FINANCIAL AID PER STUDENT

	2009-10	2010-11	2011-12	2012-13	2013-14
STATISTICS BASED ON PER STUDENT					
College Educational and General Expenditures per Student	\$40,111	\$42,758	\$43,198	\$45,733	
Tuition and Fees per Student	\$36,990	\$38,380	\$39,915	\$41,510	\$42,755
Number of Students as of Fall Enrollment	2,231	2,225	2,226	2,211	2,195
Number of Students Aided	1,919	1,966	2,009	2,042	2,060
Percent of Students Aided	86.0%	88.4%	90.3%	92.4%	93.8%
Average Financial Award	\$24,026	\$24,542	\$24,723	\$25,033	\$25,153
Average Award as Percent of Tuition & Fees	65.0%	63.9%	61.9%	60.3%	

3. STUDENT FINANCIAL AID, TOTAL AWARDS

	2009-10	2010-11	2011-12	2012-13	2013-14
STATISTICS BASED ON TOTALS IN THOUSANDS					
Total Tuition & Fees for Full-time Students	\$85,040	\$87,974	\$91,337	\$94,435	
Total Financial Aid	\$46,106	\$48,249	\$49,672	\$51,117	\$51,815
Total Aid as Percent of Tuition & Fees	54.2%	54.8%	54.4%	54.1%	
COMPONENTS OF TOTAL FINANCIAL AID PACKAGES IN THOUSANDS					
Muhlenberg Grants	\$26,446	\$28,560	\$30,233	\$31,918	\$33,306
% of Total Financial Aid	57.3%	59.2%	60.9%	62.4%	64.3%
Government Grants	\$1,696	\$1,855	\$1,840	\$1,855	\$1,880
% of Total Financial Aid	3.8%	3.8%	3.7%	3.6%	3.6%
Student & Outside Grants	\$2,429	\$2,734	\$2,553	\$2,872	\$2,654
% of Total Financial Aid	5.2%	5.7%	5.1%	5.6%	5.1%
Student Employment	\$521	\$546	\$545	\$538	\$519
% of Total Financial Aid	1.1%	1.1%	1.1%	1.1%	1.0%
Educational Loans	\$15,014	\$14,554	\$14,501	\$13,934	\$13,456
% of Total Financial Aid	32.6%	30.2%	29.2%	27.3%	26.0%
TOTALS	\$46,106	\$48,249	\$49,672	\$51,117	\$51,815

4. FINANCIAL AID BY CLASS YEAR AND COMPONENT

	Senior	Junior	Sophomore	First Year
2010-2011				
Muhlenberg Grants	12.7%	14.9%	15.4%	16.2%
Employment	0.2%	0.3%	0.3%	0.3%
Other Grants	2.2%	2.3%	2.4%	2.6%
Loans	7.6%	7.3%	7.8%	7.5%
Total	22.7%	24.8%	25.9%	26.6%
2011-2012				
Muhlenberg Grants	14.2%	14.9%	15.0%	16.8%
Employment	0.2%	0.3%	0.3%	0.3%
Other Grants	2.0%	2.0%	2.3%	2.5%
Loans	7.8%	7.8%	7.1%	6.5%
Total	24.2%	25.0%	24.7%	26.1%
2012-2013				
Muhlenberg Grants	14.6%	15.0%	16.3%	16.5%
Employment	0.3%	0.2%	0.3%	0.3%
Other Grants	2.1%	2.1%	2.2%	2.8%
Loans	7.4%	6.9%	6.9%	6.1%
Total	24.4%	24.2%	25.7%	25.7%
2013-2014				
Muhlenberg Grants	14.2%	15.2%	16.2%	18.7%
Employment	0.3%	0.2%	0.2%	0.3%
Other Grants	1.7%	1.5%	2.0%	3.5%
Loans	6.2%	6.8%	6.1%	6.9%
Total	22.4%	23.7%	24.5%	29.4%

Data: “Muhlenberg Grants” include College, Ministerial, and Merit Grants. “Employment” includes College Work Study and campus employment. “Other Grants” include SEOG, PELL7, PHEAA, and other state grants. “Loans” include GSL and NDSL.

ALUMNI, PARENTS AND FRIENDS

I. Alumni

1. ALUMNI ASSOCIATION EXECUTIVE BOARD, 2014-2015

Term Expires 2015
Melissa Kubit Angelides '03
Jeffrey Berdahl '85
Rudy Favocci '79
Sharon Peifer Gleichmann '89
Paul M. "Chip" Hurd, Jr. '86

Term Expires 2016
Deborah Alston '98
Elizabeth Fendt '00
Robert E. Friedman '84
Anne Marie Licenziato-Fanelli '83
Carl Oplinger '58
Todd Rothman '97

Term Expires 2017
Charles Clifford Allen '69
Bruce A. Bird '77
Edward Bollard '79
Jason R. Finkelstein '06
Jennifer McKee Hall '02
Carol Ekizian Papazian '79

Term Expires 2018
Bruce Albright '74
Kent Brustlin '92
Mikel Daniels '96
Shannon Gary '97
Peter Rustio '78
John Trainer, Jr. '65

2. ALUMNI ASSOCIATION OFFICERS, 2014-2015

Sheryl Guss '81	President
Greg Adams '05	Vice-President
Stephen Hart '76	Treasurer
Michael Geller '04	Secretary

ALUMNI ASSOCIATION PAST PRESIDENTS

Theodore C. Argeson '51	Louis R. Lessig '93
Jean R. Dacy '74	Marilyn L. Marles '75
Edward M. Davies, Jr. '60	David J. Nowack '67
Lona M. Farr '62	*Frank H. Reisner '40
Robert M. Foster '71	*Bruce R. Romig '46
*James A. Hemstreet '44	John B. Rosenberg '63
*Donald B. Hoffman '32	Walter Zieger '50
Harry Lessing '67	

*deceased

3. REGIONAL ALUMNI CLUBS

Region	Club Leader
Baltimore	Jenn Yateman '04
Central PA	Michael O'Rourke '05
Lehigh Valley	Heather Adams '07 & Greg Adams '05
Los Angeles	Kristen Lutes '04
New England	Edward Kutchin '75 & Christina Coviello '02
New York City	Frank Caria '01 & Heather Mill '10
Philadelphia	Stuart Udis '09
North Jersey	Jason Finkelstein '06
Washington, DC	Michael Rutler '04

4. LIVING ALUMNI DISTRIBUTION BY CLASS YEAR

Class Years	Number of Alumni	Percent of Total
2010-2014	3,316	12.87%
2000-2009	5,976	23.19%
1990-1999	4,379	16.99%
1980-1989	3,712	14.41%
1970-1979	3,565	13.84%
1960-1969	2,869	11.13%
1950-1959	1,196	4.64%
1940-1949	612	2.38%
Before 1940	142	0.55%
TOTAL ALUMNI	25,767	

5. ALUMNI ACHIEVEMENT AWARD WINNERS, 1995-2014

1995

*Anna Foster Allen '27	Service to the College
Jack McCallum '71	Attainment in Life
Ruth L. Seither	Service to the Alumni Association
Charles S. McClain	Service to the College by a non-alumnus
Sean Butkus '95	Undergraduate Merit Award
Jennifer L. Rotondo '95	Undergraduate Merit Award

1996

*Dr. James Vaughan '52	Service to the College
Dr. Arvids Ziedonis '55	Service to the Alumni Association
Dr. Ceinwen Schreiner '65	Attainment in Life
Richard L. Williams '56	Attainment in Life
Aaron Goach '96	Undergraduate Merit Award

1997

*David Otto Tyson '47	Service to the College
Diane Ladley '70	Service to the Alumni Association
*Dr. Edwin R. Baldrige	Service to the College by a non-alumnus
Eric Maguire '97	Undergraduate Merit Award
Faaiza Zaidi '97	Undergraduate Merit Award

1998

*Bernard Frank '35	Service to the College
Ruth R. Crone '64	Distinguished and Exceptional Attainment in Life
Keith L. Bildstein '72	Distinguished and Exceptional Attainment in Life
Tammy L. Bormann '83	Service to the Alumni Association
John M. Heffer P'96	Service to the College by a non-alumnus
Heather Clauss '98	Undergraduate Merit Award
Mark C. Urban '98	Undergraduate Merit Award

1999

*John H. Reumann '47	Service to the College
Jamie J. Smith '81	Distinguished and Exceptional Attainment in Life
Darryl G. Ponicsan '59	Distinguished and Exceptional Attainment in Life
*Thomas W. Mendham '63	Service to the Alumni Association
Dr. Charles S. Bednar	Service to the College by a non-alumnus
Jeffrey Brydzinski '99	Undergraduate Merit Award
Jennifer Zwirn '99	Undergraduate Merit Award

2000

Arthur A. Altman '53	Service to the College
Stephanie Duncan-Peters '74	Distinguished and Exceptional Attainment in Life
Raymond L. Singer '80	Distinguished and Exceptional Attainment in Life
Robert '62 and Carolyn Buzzard '61	Service to the Alumni Association
*Frank Marino	Service to the College by a non-alumnus
Lisa C. Ansorge '00	Undergraduate Merit Award
Kenyamo McFarlane '00	Undergraduate Merit Award

2001

*Dr. Lee A. Graver '31	Service to the College
Richard F. Brueckner, Jr. '71	Distinguished and Exceptional Attainment in Life
Harriet "Carrie" Carmichael '66	Distinguished and Exceptional Attainment in Life
Irving J. Chasen '61	Service to the Alumni Association
*Dorothy Moyer	Service to the College by a non-alumnus
Susanne H. Meixsell '91	Outstanding Young Alumna/us Recognition Award
Adam Evans '01	Undergraduate Merit Award
Garret E. Pachtinger '01	Undergraduate Merit Award

2002

Christopher Hooker-Haring '72	Service to the College
Shirley Kistler Baker '65	Distinguished and Exceptional Attainment in Life
Sam Stovall '77	Distinguished and Exceptional Attainment in Life
Walter O. Staehle '76	Service to the Alumni Association
*Abram Samuels	Service to the College by a non-alumnus
Samuel A. Calagione III '92	Outstanding Young Alumna/us Recognition Award
Kristen DiLorenzo '02	Undergraduate Merit Award
Elias Saratovsky '02	Undergraduate Merit Award

2003

Carl Oplinger '58	Service to the College
Paul Brucker '53	Distinguished and Exceptional Attainment in Life
Carol L. Mummey Klement '64	Service to the Alumni Association
Joseph and Rita Scheller	Service to the College by non-alumnus
Brian Fishbone '98	Outstanding Young Alumna/us Recognition Award
Sarina Ahuja '03	Undergraduate Merit Award
David Sobotkin '03	Undergraduate Merit Award

2004

Richard Romeo '79	Service to the College
William Dalsey '76	Distinguished and Exceptional Attainment in Life
Collins Haines '54	Distinguished and Exceptional Attainment in Life
James and Nancy Steffy	Service to the College by non-alumnus
Lindsey Moore '04	Undergraduate Merit Award
Richard Kipp '04	Undergraduate Merit Award

2005

Sandra Smith Bodnyk '73	Service to the College
Thomas Kelsall '55	Alumni Lifetime Achievement
Connie Kunda	Service to the College by non-alumnus
John Rosenberg '63	Alumni Leadership
Mike Doyle '94	Outstanding Young Alumna/us Recognition Award
Elizabeth Einhorn '05	Future Alumni Leader Award
Jessica Lauer '05	Future Alumni Leader Award

2006

*Thomas Coughlin '56	Service to the College
Alexander Adelson '56	Service to the College
Merle Wolfe '61	Alumni Lifetime Achievement
Carroll Marino	Service to the College by non-alumnus
Joan Triano '81	Alumni Leadership
Matthew Daly '98	Outstanding Young Alumna/us Recognition Award
Kevin Brydzinski '06	Future Alumni Leader Award
Stacy Lipschutz '06	Future Alumni Leader Award

2007

Ken Friedman '57	Service to the College
Harvey Stein '57	Alumni Lifetime Achievement
Carl Schnee '57	Alumni Lifetime Achievement
Anne Davis	Service to the College by a non-alumnus
Eileen Collins Neri '87	Alumni Leadership
David Garbe '98	Outstanding Young Alumna/us Recognition Award
Matthew Loesch '07	Future Alumni Leader Award
Kimberly Nguyen '07	Future Alumni Leader Award

2008

Melanie (Mika) Mason '83	Service to the College
*Priscilla (Schlenker) Kinney '64	Alumni Lifetime Achievement
Nancy Thornberry '79	Alumni Lifetime Achievement
Diane Mammon '88	Alumni Leadership
Patti Mittleman	Service to the College by a non-alumnus
Christina Coviello '02	Outstanding Young Alumna/us Recognition Award
Ryan Chapoteau '08	Future Alumni Leader Award
Scott Gordon '08	Future Alumni Leader Award

2009

Lee Kreidler '59	Alumni Service to the College
Edward Bonekemper III '64	Alumni Lifetime Achievement
Leonard Zon '79	Alumni Lifetime Achievement
Jeffrey Porphy '89	Alumni Leadership
Curtis Dretsch	Service to the College by a non-alumnus
Jennifer McKee '02	Outstanding Young Alumna/us Recognition Award
*Mahlon Hellerich '40	Heritage Recognition Award
Robert Janowitz '09	Future Alumni Leader Award
Ashley Rider '09	Future Alumni Leader Award

2010

J. Ralph Borneman, Jr. '60	Alumni Lifetime Achievement
Deborah E. Schneider '77	Alumni Achievement in Education
Rudolph A. Favocci, Jr. '79, P'12	Alumni Leadership
Alfred C. Nicolosi '80	Alumni Achievement in Science
Kent A. Dyer P'07, P'10	Service to the College by non-alumnus
William J. Raines '49	Heritage Recognition Award
William "Jake" Floyd '10	Future Alumni Leader Award
Sara Imperiale '10	Future Alumni Leader Award

2011

Rev. Paul Spohn '55	Heritage Recognition Award
Dr. Ann Romatowski Rochmis '61	Alumni Achievement in Science
*1 st Lt. Marine Corp. Robert A. Butz '61	Alumni Lifetime Achievement
Michael Pocalyko '76	Alumni Life Time Achievement
Janine Yass '81	Alumni Achievement in Education
Dr. Scott Shikora '81	Alumni Achievement in Science
Dr. Jonathan Abramowitz '91	Alumni Achievement in Social Science
Arlene Gisolfi	Service to the College by a non-alumnus
Amanda Palmer '11	Future Alumni Leader Award
Robert Torphy '11	Future Alumni Leader Award

2012

Rebecca Lentz Gorton '62
 Dr. Robert J. Karp '62
 Dr. Bruce A. Bird '77
 Susan Ettelman Eisenhower '77
 Dr. Andrea Clearfield '82
 Nancy Hubbard Yeide '82
 Lauren Greber Shanahan '87
 Rebecca Liben '12
 Spencer Liddic '12

Alumni Achievement in Education
 Alumni Achievement in Science
 Alumni Service to the College
 Alumni Service to the College
 Alumni Achievement in Arts
 Alumni Achievement in Arts
 Alumni Leadership
 Future Alumni Leader Award
 Future Alumni Leader Award

2013

Paul Clymer '59
 Donna Van Fleet '68
 Alex Levin '78
 Peter Rustico '78
 Paul Silverman '78
 Donna Tyson '78
 Jacy Good '08
 Tony Muir

Alumni Achievement in Social Sciences
 Alumni Achievement in Business
 Alumni Achievement in Science
 Alumni Achievement in Humanities
 Alumni Service to the College
 Alumni Achievement in Social Science s
 Outstanding Young Alumnus/ Recognition
 Service to the College by a Friend

2014

Frederick Eck '64
 Judy Decking Jones '64
 Howard Weitz '74
 Amy Jordan '83
 Nancy Donofrio Chiaravalloti '94
 Michael Schlossberg '05

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

***deceased**

6. ATHLETIC HALL OF FAME MEMBERS- By Class

1915 * Walter Reisner	1950 *Sisto J. Averno	1983 Gary J. Greb
1916 + * Gurney F. Afflerbach	1950 * Martin W. Binder	1983 Victor Lea
1916 * William S. Ritter	1950 * Michael Bogdziewicz	1984 Kenneth Chwatek
1920 * Earl S. Erb	1950 * Jack W. Crider	1984 Diane Reppa Sokalski
1921 * Harold C. Anderson	1950 Richard McGee	1985 Gloria Ann Hardy Doherty
1921 * George Feldman	1951 * William "Elmo" Jackson	1986 Reinout Brugman
1921 + * John V. Shankweiler	1954 Larry J. Friedman	1987 Mindy P. Feinberg Nathanson
1921 * William Wills	1956 John M. McDonald	1987 Matthew T. German
1923 * J. Birney Crum	1956 Anthony A. Saddler	1988 Michele Marangi
1923 + * George Holstrom	1957 Paul G. Billy	1988 Anne K. Searles
1924 * C. Herbert Reinartz	1957 * Robert G. Gall	1989 Sharon (Peifer) Gleichmann
1926 * Andrew S. Leh	1957 Francis R. Gutierrez	1989 Mark Maehrer
1927 * Winfred M. Slemmer	1957 * Dennis F. Roth	1990 Christian J. Bingman
1928 * Nicholas C. Borrell	1959 Clinton W. Jeffries	1990 Christine A. Churetta
1928 * Edgar G. Dickert	1959 Melvin T. Kessler	1991 Shenon Hottenstein Gerhard
1928 * George E. Lawson	1960 Frank H. "Herb" Owens	1991 Elaine M. Gratrix
1931 + * Charles H. Gerhart	1961 Ronald F. Druckenmiller	1993 Felicia Perryman
1931 *Milton "Mickey" Weiner	1962 * Carol Emhardt Kuntzleman	1994 R. Dennis Adams
1932 * George E. Majercik	1962 Charles T. Kuntzleman	1995 Amanda Wachter Hill
1933 * William C. Horine	1963 + Samuel T. Beidleman	1996 Thomas Auchenbach
1933 * Wendell A. "Winnie" Welsh	1964 Dean Lowe	1996 Timothy Averell
1934 * Horace N. Heist	1963 Ruth M. Smith	1996 Peter Shimkin
1934 * Albert Weiner	1965 Richard Biolsi	1997 Daniel Terpstra
1935 + * John A. Deitrich	1965 Lynn H. Rothrock	1998 Lauren Buyyounouski
1935 * Michael Lisetski	1965 *Gary K. Spengler	Barnicle
1936 + * Thomas H. Weaver, Jr.	1965 Mary Ann Peters Watson	1999 Elizabeth Billie
1937 + * Charles L. Garrettson	1966 Charles F. Woginrich	1999 Celina Boer Schmidt
1938 * Henry J. Gutekunst	1967 Carol M. Bailey	1999 Jason Brader
1938 + * Edward S. Horn	1967 John R. Piper	1999 Sarah Clarke-Misner
1939 * Edward Farrell	1970 George E. "Ned" Rahn	1999 Jill (Roth) Williams
1939 *John K. "Stretch" McKee	1970 Michael L. "Mickey" Miller	2000 Allison (Verduin) Walker
1940 * Walter "Whitey" Kurowski	1970 Susan E. Mensch	2001 Katrina Beck
1940 * J. Milo Sowards	1971 Bruce L. Fechnay	2002 Joshua Carter
1941 * Franklin "Footer" Wolfe	1971 Robert C. McClure	2002 Mark Lesko
1941 * L. Perry Scott	1972 Edward F. DiYanni	2003 William O. Elson III
1942 * John J. "Jack" Minogue	1972 Frank Scagliotta	2004 Matthew Bernardo
1942 * Raymond H. Moats, Sr.	1973 Eddie R. Battle	2005 John Brodowski
1942 * Peter P. Schneider	1974 Joseph P. Allwein	2006 Karen Mount Elson
1943 * Edward Bossick	1974 Robert B. Richard	2006 Amy Schmidt
1943 * Arthur T. Hill	1974 Patricia A. Sullivan	2006 Danielle Seiler
1943 * Peter Gorgone	1976 Gregory S. Muntz	2007 Matthew Loesch
1943 *John Psiaki	1976 Glenn P. Salo	2009 Lauren Boyle
1944 + *Wayne R. Keck	1976 M. Scott Orens	2009 David Chorney
1947 * Oscar R. Baldwin	1978 Randy S. Kutz	2009 John DeLuca
1947 * George J. Bibighaus	1979 Robert "Yogi" Edwards	
1948 Harold W. "Bill" Bell	1979 James M. Hay	
1949 Harry H. Donovan	1980 John D. Sartori	
1949 * Robert E. Mirth	1981 Lisa J. Ball-Goodrich	
1949 * Edward J. Sikorski	1981 Brian E. Bodine	
	1982 Anne Petrou Reed	
	1982 Rebecca A. Zuurbier	

Coaches (non-graduate)

- Lee Coker
- * Jean A. Hecht
- * Helene Hospodar
- Ronald J. Lauchnor
- * Frank Marino
- * Floyd “Ben” Schwartzwalder
- Jeffrey Tipping
- * Raymond J. Whispell

Trainer (non-graduate)

- + * William “Scotty” Renwick

Friends of the College (non-graduate)

- + * Harry A. “Haps” Benfer
- + * Milton W. “Scotty” Wood
- + * Wilson Hendricks

Teams

- 1945-46 Men’s Basketball
- 1946 Football
- 1947 Football
- 1972 Men’s Soccer
- 1991 Softball
- 1995 Men’s Soccer
- 2009 Women’s Basketball

* deceased; + honorary member

II. Parents

1. THE PARENTS COUNCIL

Background: Created in 1992, The Parents Council is a leadership group of Muhlenberg College parents who are committed to the success of the College and its students. Muhlenberg parents invited by the President comprise this group and are resources for both the College and all Muhlenberg families. Each year the President invites a select number of parents who are leaders in business, education and civic life to serve a one-year renewable term on the Parents Council. In the 2011-2012 academic year, 43 families across the classes had parents serving on this leadership group.

Mission: The mission of The Parents Council is two-fold: Parent Council members provide philanthropic leadership and financial support to Muhlenberg through annual leadership gifts to The Muhlenberg Fund and, through their advice, advocacy and ambassador roles, they help develop stronger relationships between Muhlenberg families and the College.

Responsibilities:

Lead Muhlenberg philanthropically - Contributions to The Muhlenberg Fund, ranging from \$1,500 to \$25,000 annually, place these parent leaders in the Henry Melchior Muhlenberg Society (HMMS). Many Parents Council members also lend philanthropic support to programming and capital projects of their passions beyond their annual contributions to The Muhlenberg Fund. In the 2011-2012 fiscal year, Parents Council members contributed over \$105,000 to The Muhlenberg Fund, and over \$144,000 to the College overall.

Share the parent perspective - As representatives of Muhlenberg families, council members share their perspectives and questions on College matters with the administration. Through visits with the Parents Council liaison and participation at two meetings each year, council members lend their perspective on the Muhlenberg experience - from academic and support offerings to student life to readiness for post-graduation plans and more. These meetings facilitate parent-college communication so that the College might better respond to parent concerns.

Stay informed and engaged - To represent Muhlenberg passionately and accurately as advocates and ambassadors, members meet twice a year, once during the fall Family Weekend and again in March or April. Council members also receive various communiqués regarding the College (Presidential Updates, Muhlenberg Magazine, Newsletters).

Volunteer - Several Parents Council members also serve Muhlenberg as resources for College communications with parents, the Career Center Volunteer Network, and as support peer resources to newer parents during events such as Advising, Orientation, Move-in and Family Weekend.

III. Friends

1. HONORARY DOCTORAL DEGREE RECIPIENTS, 1994-2014

APRIL 1994

Aaron Landes, Doctor of Divinity
John Frederick Steinbruck, Doctor of Divinity

MAY 1994

Herbert W. Chilstrom, Doctor of Divinity
Wayne R. Keck, Doctor of Humanities
Bo G. Malmstrom, Doctor of Science
James M. McPherson, Doctor of Humane Letters
Sam Nunn, Doctor of Laws
Walter J. Turnbull, Doctor of Music

AUGUST 1994

Hazel J. Seegers, Doctor of Humanities

APRIL 1995

Franklin D. Fry, Doctor of Divinity
Lee A. Graver, Doctor of Science
Virginia R. Graver, Doctor of Science

MAY 1995

Bill Cosby, Doctor of Humane Letters
Ada L. Deer, Doctor of Philosophy
Paul McHale, Doctor of Laws
Hilary Putnam, Doctor of Philosophy
John Ratté, Doctor of Philosophy
Anatoli Rybakov, Doctor of Humane Letters

AUGUST 1995

Forrest G. Moyer '35, Doctor of Humanities

APRIL 1996

Herbert H. Michel, Doctor of Divinity

MAY 1996

Joichi Aoi, Doctor of Science
James Kenneth Echols, Doctor of Divinity
Pierre Jocou, Doctor of Philosophy
Frances R. Hesselbein, Doctor of Humanities
Richard C. Holbrooke, Doctor of Humane Letters
Evelyn H. Lauder, Doctor of Humanities

MAY 1997

Susan Eisenhower, Doctor of Humane Letters
Richard P. McBrien, Doctor of Divinity
Donald T. Shire, Doctor of Laws
Carlisle A. H. Trost, Doctor of Science

SEPTEMBER 1997

Edward S. Horn, Doctor of Divinity
Milton W. Wood, Doctor of Humanities
June Elizabeth Wood, Doctor of Humanities

FEBRUARY 1998

Hugh George Anderson, Doctor of Divinity

APRIL 1998

Julius Filo, Doctor of Divinity
Joseph O'Hare, Doctor of Divinity

MAY 1998

Dexter F. Baker, Doctor of Humanities
Dorothy H. Baker, Doctor of Humanities
Patrick Kennedy, Doctor of Laws
John S. Spong, Doctor of Humane Letters
Frank Stanton, Doctor of Humane Letters
Edward O. Wilson, Doctor of Science
Barthold C. Witte, Doctor of Humanities

APRIL 1999

Addie J. Butler, Doctor of Divinity

MAY 1999

Calvin O. Butts III, Doctor of Divinity
Judah Folkman, Doctor of Science
Daniel G. Gambet, Doctor of Divinity
David C. Masenheimer, Doctor of Humanities
Kathryn Pelgrift Taylor, Doctor of Humanities

SEPTEMBER 1999

Edward M. Kennedy, Jr., Doctor of Humane Letters

APRIL 2000

Ruth W. Bartelt '64, Doctor of Divinity

MAY 2000

Barbara R. Bergmann, Doctor of Humanities
David S. Broder, Doctor of Humane Letters
Lee A. Butz, Doctor of Humanities
Vartan Gregorian, Doctor of Humanities
Richard R. Niebuhr, Doctor of Divinity

APRIL 2001

Margaret Gatter Payne, Doctor of Divinity

MAY 2001

Edward G. Rendell, Doctor of Laws
Arthur Schneier, Doctor of Divinity
Ruth Rodale Spira, Doctor of Humanities
Joel Solon Spira, Doctor of Sciences
Kathryn A. Stephanoff, Doctor of Humane Letters

APRIL 2002

The Hon. Edward Cahn, Doctor of Laws

MAY 2002

Frances Moore Lappé, Doctor of Humanities
Heidi Neumark, Doctor of Divinity
William Small, Doctor of Humane Letters
Elliot Sussman, Doctor of Science
Ervin Rokke, Doctor of Laws
Robert Schieffer, Doctor of Humane Letters

AUGUST 2002

Margaret Walson, Doctor of Humane Letters

OCTOBER 2002

Edward P. Cullen, Doctor of Divinity
Edward Walson, Doctor of Humane Letters
John E. Walson, Doctor of Humane Letters

MAY 2003

Amadou Diop, Doctor of Science
Arlen Spector, Doctor of Laws
Howard H. Weitz, Doctor of Science
Kathryn Wolford, Doctor of Humane Letters

MAY 2004

Sheldon Hackney, Doctor of Humanities
Robert Moses, Doctor of Humane Letters
James Steffy, Doctor of Humanities
Teresa Swearingen, Doctor of Humanities
Garry Wills, Doctor of Humane Letters

MAY 2005

Lorene Cary, Doctor of Humane Letters
William Cronon, Doctor of Humane Letters
Jonathan C. Messerli, Doctor of Humane Letters
(*posthumous*)
Gladys J. Mouro, Doctor of Humane Letters

MAY 2006

Sarkis Acopian, Doctor of Science
Margaret "Peggy" Healy, Doctor of Humanities
John K. Heyl '28, Doctor of Humanities
Avraham Infeld, Doctor of Humanities
Ray Suarez, Doctor of Humane Letters

MAY 2007

Ruth J. Abram, Doctor of Humanities
John E. Jones III, Doctor of Laws
Edmund D. Pellegrino, Doctor of Science
Garry Trudeau, Doctor of Humane Letters

MAY 2008

Barbara Crossette '63, Doctor of Humane Letters
Lee Berry '68, Doctor of Divinity
Marian Wright Edelman, Doctor of Laws
Sara (Sally) Gammon, Doctor of Science
Judy Shepard, Doctor of Humane Letters

MAY 2009

Muhammad Ali, Doctor of Humane Letters
Gilbert Cates, Doctor of Arts
Galway Kinnell, Doctor of Letters
Kathleen A. McGinty, Doctor of Humane Letters

MAY 2010

Stephen D. Brookfield, Doctor of Humane Letters
Kathryn Fuller, Doctor of Humane Letters
Robert F. Levant, Doctor of Humane Letters

MAY 2011

Benjamin Carson, Doctor of Science
Tony Kushner, Doctor of Letters
Joseph Scheller, Doctor of Humane Letters
Rita Scheller, Doctor of Humane Letters
James B. Stewart, Doctor of Letters
Peter Yarrow, Doctor of Humane Letters

MAY 2012

Jeannette R. Ickovics '84, Doctor of Science
Elizabeth Farrell McCartney, Doctor of Humane Letters
Zachary Edeards Rosenburg, Doctor of Humane Letters
Mary L. Schapiro, Doctor of Humane Letters

MAY 2013

Richard F. Brueckner '71, Doctor of Humanities
Ira Flatow, Doctor of Science Education
Christian F. Martin IV, Doctor of Music
Christopher Sims, Doctor of Science
Patricia Wells, Doctor of Fine Arts
Isabel A. Wilkerson, Doctor of Humane Letters

MAY 2014

Henry David Abraham M.D. '63, Doctor of Humane Letters
Ron Chernow, Doctor of Letters
Donald S. Holder, Doctor of Arts
Carson D. Schneck M.D. '55, Doctor of Science

APPENDICES

I. Appendix A

1. HISTORICAL HIGHLIGHTS

- 1848** Allentown Seminary, the educational institution from which Muhlenberg College evolved, is opened in the Livingston Mansion, 4th and Walnut Streets, by Reverend Christian R. Kessler, a minister in the Reformed Church. The Seminary is established as a Teachers' Seminary, with a disappointing opening enrollment of 11 students, only four of whom had come to prepare for teaching. The large parlor of the building is used as a schoolroom and the reception room as a recitation room. Shortly thereafter, while keeping its original aim, the Seminary is changed to a classical school and enrollment increases.
- 1850** A large one-story stone building east of Trout Hall is refitted to furnish a larger classroom. Enrollment at the Seminary is now 80.
- 1851** A new building is added to the west of the Seminary property and a Female Department is opened to accept those students displaced when the Female Seminary on Penn Street is closed. The Seminary expands to three departments: primary, academic for males, and a female seminary.
- 1854** Reverend Kessler dies at the age of 32 and is succeeded by the Reverend William M. Reynolds, D.D., of the Lutheran Church. A central building of four stories is erected connecting the two wings and the Livingston Mansion is raised to three stories.
- 1857** Reverend Reynolds resigns to accept the presidency of Illinois State University in Springfield, Illinois, and is succeeded by the Reverend William Phillips, a pastor of the Reformed Church who serves until March 1859.
- 1859** Reverend William R. Hofford, a Reformed Church pastor, becomes Principal of the Seminary and serves until March 1864.
- 1864** The Seminary is reorganized as the Allentown Collegiate and Military Institute, chartered with collegiate powers and privileges by the Pennsylvania State Legislature. The cadet company becomes known as the Allentown Collegiate Cadets and the student body becomes all male.
- 1865** The Ministerium Committee reports its progress in securing the buildings and grounds of the Allentown Collegiate Institute and its efforts to transfer Pennsylvania College from Gettysburg to Allentown. The latter proposition is rejected.
- 1867** The Allentown Collegiate and Military Institute becomes The Allentown Collegiate Institute on January 8, but closes in the spring of the year. On May 21, the institution becomes Muhlenberg College, named after Henry Melchior Muhlenberg, the patriarch of the Evangelical Lutheran Church in America. The Reverend Frederick A. Muhlenberg, the first president, is the great grandson of Henry Melchior Muhlenberg. The College opens in September with an enrollment of four seniors, two juniors, six sophomores, 13 freshmen, and eight faculty.
- 1868** The College awards its first baccalaureate degrees. The Board passes a resolution that they "...would not object to any professor erecting a house upon the College grounds..." However, the house has to become property of the College and the Board has to decide the location and approve the plans. The keeping of hogs on campus comes to an end and the pen is sold.
- 1873** Endowment climbs to \$42,000 but the financial panic of that year spurs talk of liquidation. The College observes its 25th anniversary.

- 1876** Dr. Muhlenberg resigns to accept a Professorship of Greek at the University of Pennsylvania. Ministerium management is transmitted to the Board of Trustees, chaired by Dr. Theodore L. Seip. The Board elects the Reverend Benjamin Sadtler, D.D., as the second president of the College.
- 1879** The Honorable Asa Packer, President of the Lehigh Valley Railroad, leaves a \$30,000 bequest to Muhlenberg College. The monies are used to endow the Asa Packer Professorship of the Natural and Applied Sciences. First holder of the chair is Dr. Edgar Fahs Smith.
- 1885** Dr. Sadtler retires because of ill health.
- 1886** Dr. Theodore L. Seip becomes the third president of the College.
- 1892** The Quarter Centennial Celebration takes place. The College graduates 15 students.
- 1893** The first *Ciarla* (yearbook) is published.
- 1895** E. H. Kistler writes the Muhlenberg Alma Mater. It is arranged by Harold K. Marks in 1907.
- 1900** The Board of Trustees votes to “allow engagements in intercollegiate athletics.” Muhlenberg plays its first football game at Ursinus and loses 41-0.
- 1902** The Board approves the purchase of nearly 52 acres known as the Ephraim Butz farm, at a cost of \$300 per acre, for a new college location in West Allentown. The property extends from Cedar Creek to Liberty Street and is bounded on the east by Henry Leh’s farm and on the west by the Dorney property. The site is accessible by means of two trolley lines, one of which runs to 21st and Chew Streets, the other to Dorneyville and on to Kutztown.
- 1903** President Seip dies in November. Dr. William Wackernagel is named Acting President. Science students are given the opportunity to substitute French for the required Latin.
- 1904** Dr. John A. W. Haas becomes the fourth president of the College. In January 1905 the College moves to its present location in the west end of Allentown. The physical plant consists of an administration building (now Ettinger), Berks Hall dormitory (now East Hall), a combination powerhouse and chemistry lab, and the president’s residence (now the Gabriel House). The faculty numbers ten and the student body, 94. Tuition charges are \$50, average room rent is \$65, and weekly board is approximately \$3. Library holdings number 12,000 volumes. The old building at 4th and Walnut is used by the Allentown Preparatory School, the original Academic Department of the College.
- 1912** The Library consists of three collections (the College, Euterpean, and Sophronian) housed in a large room on the second floor at the east end of the Administration Building. A reading room is adjacent, and unbound periodicals are stacked to the ceiling in an adjoining closet. Volumes total 18,653.
- 1915** The Woman’s Auxiliary is organized, primarily through the efforts of Mrs. George K. Mosser. The Allentown Preparatory School moves from Trout Hall (Livingston Mansion) to its new building on West Chew Street. This building is named West Hall (now Brown Hall) after the Preparatory School goes out of existence.
- 1919** The Muhlenberg College Campaign (1919-21) raises \$232,000.
- 1921** The College receives its first accreditation by the Middle States Association.
- 1923** The Million Dollar Campaign (1923-33) begins. It eventually raises \$827,661.
- 1926** The cornerstone of the Haas Library is laid on May 21. The building is occupied for the first time in 1929.

- 1929-30** Three major buildings are added to the physical plant: a science building (now Trumbower), a library (now Haas College Center), and the Gideon F. Egner Memorial Chapel, made possible in part by the bequest of Mrs. Annie J. Egner Hartzell in memory of her parents.
- 1936** Dr. Haas resigns the presidency. Dr. Robert C. Horn is named the Acting President.
- 1937** Dr. Levering Tyson becomes the fifth president of Muhlenberg College. He is the first layman to become president of the College.
- 1938** President Tyson presents a 25-year plan for a “Greater Muhlenberg” to the Board of Trustees, calling for a \$3 million campaign. Tuition is increased to \$300. The Ministerium votes to extend a \$250,000 appeal on behalf of the College.
- 1939** The Allentown Preparatory School closes its doors. Its building, later named Brown Hall, becomes Muhlenberg’s freshman dormitory, and its land, 15+ acres, is added to the College campus.
- 1942** The College makes a part of its facilities available for flight training for men who have enlisted in the United States Army and Navy Air Forces. The 200th anniversary of Henry Melchior Muhlenberg’s arrival in America is commemorated by the College and a Commemorative Commission is established by the Congress of the United States with President Franklin D. Roosevelt as Honorary Chairman.
- 1943** The Navy V-12 training program involving 460 servicemen is established at the College; the program is terminated in 1944. The wrestling team wins Muhlenberg’s first Middle Atlantic Conference championship. Enrollment now stands at 576, including 445 servicemen.
- 1944** The basketball team makes its first of three consecutive appearances in the National Invitational Tournament at Madison Square Garden.
- 1945** By the time World War II ends, 2,050 Muhlenberg alumni and students have served in the armed forces (1,004 Army, 904 Navy, and 142 Marines). Of these, 30 die during their service.
- 1946** The football team caps off a 9-1 season by defeating St. Bonaventure, 26-25, at the Tobacco Bowl in Lexington, Kentucky.
- 1947** During Commencement weekend, Ettinger Hall sustains a major fire. The third floor is destroyed and the interior is almost a total loss. During rebuilding, the clock is moved to the tower of the library.
- 1948** The College community celebrates the 100th anniversary of the institution that later becomes Muhlenberg College. Enrollment is 1,277, including 935 on G. I. Bill assistance.
- 1949** WMUH, the college radio station, begins broadcasting.
- 1951** President Tyson and Chairman of the Board Reuben J. Butz resign amidst controversy. Dr. Butz has been a member of the Board for 48 years, the last 38 as its Chairman. A five-man committee—Board President George B. Balmer, Treasurer Howard M. MacGregor, Dean Sherwood Mercer, Professor Morris Greth, and Professor Luther J. Deck—are chosen to govern the College. The College graduates its first three African-Americans.
- 1952** Dr. Morris Greth is chosen as Acting President, a thankless task amid rumors of bankruptcy, dissension, and inevitable ruin for the College.
- 1953** Dr. J. Conrad Seegers is inaugurated as the sixth President of the College on May 2.
- 1957** After 109 years of operation as a school for males, the College becomes coeducational. Opening enrollment includes 103 freshmen women and 19 female transfer students.

- 1961** Dr. Erling N. Jensen becomes the seventh President of the College. Statistics list a faculty of 85, a student body of greater than 1,000 students, an operating budget of \$2 million, a physical plant valued at \$10.7 million, and an endowment of \$2.7 million.
- 1964** The Faculty and Board approve a new curriculum that includes required courses in English composition, religion, history of civilization, mathematics or philosophy, foreign language, physical education, and a distribution of specific requirements in the natural sciences, humanities, and the social sciences.
- 1967** The Phi Beta Kappa Triennial Council approves the establishment of a chapter on the Muhlenberg campus.
- 1969** President Jensen resigns the presidency. Dr. John H. Morey succeeds Dr. Jensen as the eighth President of Muhlenberg College.
- 1971** The Board of Trustees ends the chapel-assembly attendance requirement for students. Prosser, East and Benfer Halls become the first coeducational dormitories at Muhlenberg. The renovated science building is dedicated and renamed in memory of Peter S. Trumbower, a trustee and benefactor of the College. A formal program of inter-institutional cooperation begins between Muhlenberg and Cedar Crest Colleges.
- 1972** A cooperative library project is initiated between Muhlenberg and Cedar Crest that includes the appointment of a single director of the libraries.
- 1974** Ground is broken for the Center for the Arts, an academic and fine arts facility designed by internationally-renowned architect Philip Johnson.
- 1979** The Muhlenberg College Athletic Hall of Fame is established with the induction of 16 former athletes.
- 1981** Muhlenberg's first computer laboratory opens with 14 computer terminals. Ground is broken for the Life Sports Center to include a 25-meter swimming pool, racquetball and squash courts, weight-training and wrestling rooms, and a 32,000 square-foot field house.
- 1982** The \$5.9-million Life Sports Center (additions and upgrades to Memorial Hall) is dedicated.
- 1984** President Morey announces his retirement. Dr. Jonathan C. Messerli assumes his duties as the ninth President of Muhlenberg College.
- 1988** The College opens its 141st academic year, and with it the newly constructed Harry C. Trexler Library. Dedication of this state-of-the-art facility takes place on October 1. Other recent major campus improvements include the renovation of the J. Conrad and Hazel J. Seegers Union and the construction of Parents Plaza.
- 1989** Applications for the Class of 1993 exceed 2,600, a record number for the College. Dr. Franklin Sherman '49, is named the first director of the College's Institute for Jewish-Christian Understanding. Softball is the first team to represent Muhlenberg in a NCAA Division III Tournament.
- 1990** A new academic year begins with a newly renovated Haas College Center, formerly the John A. W. Haas library. Also completed is a Services Building addition that houses the Post Office, Print Shop, and Plant Operations offices. Muhlenberg launches its first study abroad program, the London Theatre Studies Program. A record number (54) of Muhlenberg undergraduates enroll in study abroad programs for the fall semester. Muhlenberg hosts its first Fulbright Scholar-in-Residence.
- 1991** Renovations of the George T. Ettinger Building, costing \$6.9 million, are completed.
- 1992** Jonathan C. Messerli retires as Muhlenberg's president. Arthur R. Taylor is installed as Muhlenberg's tenth president. The opening full-time enrollment increases to 1,641, a record for the College. The College joins the Centennial Conference.

- 1993** The College officially withdraws from Educational Ventures, Inc., the agency formed in 1973 to promote joint ventures between Muhlenberg and Cedar Crest College.
- 1994** Virginia and Lee Graver '31 donate a 48-acre arboretum in Bushkill Township to the College for use as an educational laboratory. The Faculty Center for Teaching is established to provide orientation, a peer-program, and teaching workshops for new faculty. An Evening College Academic Council is approved by the faculty to recommend policy and curricula for students in the Evening College.
- 1995** Prosser Hall becomes the first residence to be wired so that all student rooms have access to the campus computing network. Virginia and Lee Graver donate \$1-million to support the arboretum that they had previously donated to the College.
- 1996** New West Hall (now Kathryn P. Taylor Hall), a residence hall housing 113 students is constructed; each room is air-conditioned and is wired to the campus computing network. Opening enrollment sets new records with 532 freshmen and 1,769 full-time students on campus.
- 1997** The College receives a \$7.5 million gift, the largest in its history, from an anonymous donor.
- 1998** Muhlenberg welcomes two substance-free fraternities to campus. Delta Tau Delta is a new fraternity, and Phi Kappa Tau is re-colonized. A record number of 577 first year students enroll.
- 1999** The College successfully completes a \$23 million capital campaign. Scotty Wood Stadium, Frank Marino Field, an all-weather track, a soccer stadium, Moyer Hall, and the Trexler Pavilion for Theater and Dance were all paid for in cash, with no debt incurred. The College celebrates its 45th straight year of balanced budgets. The endowment approaches \$90 million, nearly tripling since 1992. The College has its first Truman Scholar.
- 2000** The College opens Moyer Hall, the Trexler Pavilion for Theatre and Dance, and adds a fourth floor to Walz Hall. A second phase of the capital campaign, totaling \$30M, is initiated, focusing on new residential facilities and the Life Sports Center.
- 2001** The campus community mourns on the College green September 11, marking the tragedy with a candlelight vigil, speaking programs and prayer services.
- 2002** The Evening College is re-named the Wescoe School, Robertson and South Hall open, and the R.J. Fellows Program for top scholars is started. The College wins a national award for its peer tutoring program. After 10 strong years, the College bids farewell to President Arthur Taylor.
- 2003** After a national search, Dr. Peyton R. Helm is named the 11th president of Muhlenberg College. Fourteen Muhlenberg students received major national and international scholarships and post-graduate awards, including the prestigious Jack Kent Cooke and St. Andrew's Scholarships.
- 2004** The Board of Trustees approved the College's long-term strategic plan, "The Talents Entrusted to Our Care." The Atlantic Philosophies' Challenge was completed, enabling the College to collect a \$10 million challenge grant. The Muhlenberg women's basketball team led the NCAA's three divisions in scoring (90.8 points per game) and set a Division III record for three-pointers. Overall, the Mules collected an all-time high of five Centennial Conference championships and had three teams and four individuals compete in the NCAA Championships.
- 2006** The College gained its 10-year re-accreditation from the Middle States Commission and Muhlenberg became the first liberal arts school to receive Hillel accreditation and foundation status. Faculty approved wide-ranging curriculum changes including a new film studies major and a public health minor.

- 2007** The new Multicultural Center opened. The endowment reached a record high, topping \$130 million. Admissions set a record with 4,703 applications. New Science Building, Trexler Tower, and Bridge are dedicated.
- 2008** The College celebrated its 50th anniversary of co-education. Richard “Doc” Williams left a bequest of \$7.2 million to endow student scholarships. Former President Bill Clinton and presidential candidates Barack Obama and Mike Gravel spoke at the College. The football team registered its first undefeated season in history and advanced to the second round of the NCAA playoffs. The College kicked off its largest campaign ever with a goal of \$105 million. The women’s basketball team won the Centennial Conference title and advanced to the NCAA tournament. Admissions broke all records and exceeded 4800 applications. The Village’s five new residence halls were completed on schedule and featured in the *New York Times*. Muhlenberg College appeared on CBS three times in one week during the political season. *The Princeton Review* ranked the Muhlenberg Theatre and Dance program #7 in the nation.

II. APPENDIX B

GOVERNANCE

1. THE CHARTER OF THE COLLEGE

As amended by the Department of Education, Commonwealth of Pennsylvania (effective December 11, 1981), and the Department of State of the Commonwealth of Pennsylvania (effective May, 1999), and by previous orders of the Court of Common Pleas of Lehigh County, Commonwealth of Pennsylvania.

ARTICLE I

The name of the Corporation shall be Muhlenberg College.

ARTICLE II

The said Corporation is formed for the purpose of providing higher education in the branches of human learning in an atmosphere of Christian culture, thus making real a thorough academic and cultural preparation for all avenues of life.

ARTICLE III

The business of the Corporation shall be conducted, and its College shall be maintained at Allentown, Pennsylvania.

ARTICLE IV

The Corporation shall have perpetual existence.

ARTICLE V

The Corporation shall have no capital stock hereafter, and all of its outstanding shares of stock shall be surrendered to the Corporation and canceled.

ARTICLE VI

All endowment funds, including all general funds heretofore or hereafter set aside as endowments, shall remain inviolate, and the income alone thereof shall be used in accordance with the wishes of the donors, or, in the case of funds added to endowment by corporate action, for the purpose specified by such action.

ARTICLE VII

The Corporation expressly reserves unto itself all rights vested in it to confer academic degrees, both honorary and in course, and all other rights, powers and privileges with which it is now clothed either by general law or by its charter and not expressly surrendered by this amendment.

ARTICLE VIII

The Corporation shall be managed by a Board of Trustees of no less than five (5) Trustees and it shall have the right to adopt such Bylaws as in its discretion may be required.

ARTICLE IX

The Corporation shall carry on only such activities as are permitted a corporation formed exclusively for charitable, scientific and educational purposes and are exempt from the Federal Income Tax under Section 501 (c)(3) of the Internal Revenue Code of 1954 or any corresponding future provision of the Internal Revenue Code. In its operation, the Corporation shall provide its services to academically qualified persons without regard to race, color, creed, gender, age or financial status, shall engage in such other activities as may be necessary or desirable for the above purposes, and shall not:

1. Attempt to influence legislation by propaganda or otherwise; except as provided by Internal Revenue Code;
2. Intervene in or participate in any political campaign on behalf of any candidate for public office;
3. Permit any part of the net earnings of this Corporation to inure to the benefit of any private individual;
4. Permit any officer or trustee of the Corporation to receive any pecuniary benefits from the Corporation except such reasonable compensation as may be allowed for services actually rendered to the Corporation.

Upon dissolution the Corporation's assets shall be distributed as directed by the Board of Trustees of the Corporation to and among colleges, universities and other organization or organizations organized and operated for purposes similar to those of the Corporation provided such recipient or recipients shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended (or the corresponding provision of any future United States Internal Revenue Code).

The use of any surplus funds for private inurement to any person in the event of a sale of the assets or dissolution of the corporation is expressly prohibited.

2. THE BYLAWS OF THE COLLEGE

MUHLENBERG COLLEGE BYLAWS

1. INTRODUCTION

The purpose and character of Muhlenberg College as an institution of higher education “in an atmosphere of Christian culture” (Charter, Article II) are explicated as follows:

- 1.1. **Mission.** Muhlenberg College is a corporation formed exclusively for charitable, scientific and educational purposes as a private, co-educational liberal arts college which aims to develop independent critical thinkers who are intellectually agile, characterized by a zest for reasoned and civil debate, committed to understanding the diversity of the human experience, able to express ideas with clarity and grace, committed to life-long learning, equipped with ethical and civic values, and prepared for lives of leadership and service. The College is committed to providing an intellectually rigorous undergraduate education within the context of a supportive, diverse residential community. Our curriculum integrates the traditional liberal arts with selected pre-professional studies. Our faculty are passionate about teaching, value close relationships with students, and are committed to the pedagogical and intellectual importance of research. All members of our community are committed to educating the whole person through experiences within and beyond the classroom. Honoring its historical heritage from the Lutheran Church and its continuing connection with the Evangelical Lutheran Church in America, Muhlenberg encourages, welcomes, and celebrates a variety of faith traditions and spiritual perspectives.
- 1.2. **Bylaws.** These Bylaws state the basic rules of the College and, together with the applicable federal, state and local laws, rules and regulations and the College’s Charter, resolutions and policies adopted by the Board take precedence over all other publications of the College, including, but not limited to, the College Catalog, Faculty Handbook, The Trustees’ Handbook for Managers and the Student Policy and Resource Guide Handbook.
- 1.3. **Amendments to Bylaws.** These Bylaws may be altered or amended by the Board at any meeting thereof by a two-thirds (2/3) vote of those Trustees present, provided notice of the proposed alteration or amendment shall have been given at a previous Regular Meeting, or at least thirty (30) days prior to the meeting at which such alteration or amendment is to be considered for action.

2. DEFINITIONS; CITATION

- 2.1. **Board Members.** When used in these Bylaws, the term “Board Member” shall mean to include “Trustee,” “Life Trustee,” “Trustee Emeriti” and “President” as those terms are defined in the Bylaws.
- 2.2. **Citation to Bylaws.** Provisions of these Bylaws shall be cited as follows: BL:number.number.number.number, (e.g., BL:1.3.1.1).

3. POWERS AND DUTIES OF THE BOARD

- 3.1. **General Powers.** The Board of Trustees (the “Board”) shall represent and shall have full power to act for the College in the exercise of all its rights, duties, privileges and powers.
- 3.2. **Working Resolutions.** By a majority vote of the Trustees, the Board shall annually adopt, at its first Regular Meeting of the year, a set of Working Resolutions which shall supplement these Bylaws and control and guide the operations of the Board. Should the Board fail, at its first Regular Meeting of the year, to enact any such Working Resolutions, then in such case the Working Resolutions most recently adopted shall remain in effect unless and until they have been revised, amended or revoked by a majority vote of the Trustees. In the event of any inconsistency between any provisions of the Working Resolutions and any provisions of these Bylaws, then in such case the provisions of these Bylaws shall prevail.

4. BOARD MEMBER TERMS OF OFFICE; QUALIFICATIONS

- 4.1. **Composition of the Board.** The number of voting Trustees of the College shall be no less than five (5) at all times, as provided in Article VIII of the Charter. The maximum number of voting Trustees is hereby fixed at forty-three (43), (each such voting Trustee is defined herein as a “Trustee,” and “Trustee” as used in the Bylaws shall, unless otherwise specified, mean voting Trustee). The President of the College shall be a Trustee *ex*

officio and shall have no vote. Of the Trustees: one (1) seat shall be held by each of the Bishops of the Northeastern Pennsylvania, Southeastern Pennsylvania and Slovak Zion Synods of the Evangelical Lutheran Church in America (ELCA); three (3) seats shall be held by individuals who are significantly involved as members of the ELCA, as determined by the Board with the consultation of the Bishops of the Northeastern Pennsylvania, Southeastern Pennsylvania and Slovak Zion Synods of the ELCA; and a minimum of sixty (60%) percent of the seats shall be held by alumni or alumnae of the College.

- 4.2. Nomination and Election.** All Trustees shall be nominated for membership to the Board by the Nominations and Governance Committee (“Nominations Committee”) in accordance with the policies and procedures adopted by the Board, shall have such qualifications as determined by the Board, and shall be elected by the Board at a Regular or Special Meeting of the Board to serve a term of three (3) years.
- 4.3. Term of Office.** A Trustee’s term of office will commence at the conclusion of the meeting of the Board following such person’s election, and such term will end on the third anniversary of the first June 30 following their election. Service of a partial three (3) year term will not be counted toward the twelve (12) year term limit, as described in BL:4.4. Each Trustee shall hold office until the earlier of: (i) the conclusion of his or her term, or (ii) his or her death or resignation, or (iii) unless removed prior to the end of his or her term by a vote of two-thirds (2/3) of all Trustees then in office, as provided in BL:4.5.
- 4.4. Limitations on Terms of Office**
- 4.4.1. Trustees.** Trustees may serve four (4) full successive terms. However, other than as set forth herein, any Trustee who has served for four (4) successive full terms or has completed twelve (12) successive years as a Trustee shall not be eligible for re-election or re-ratification for a period of one (1) year following the close of his or her fourth (4th) full successive term, or the twelfth (12th) successive year in office, whichever shall first occur.
- 4.4.2. Chair of the Board.** Notwithstanding anything to the contrary contained in these Bylaws, the twelve (12) year limitation of BL:4.4.1. shall be temporarily suspended when a Trustee is elected to the position of Chair of the Board. By simple majority vote, a Trustee may be elected to four (4) successive two (2) year terms as Chair. If the Board deems it advisable, the Chair may be elected to a fifth two (2) year term by a two-thirds majority vote, resulting in a maximum of ten years of service as Chair of the Board. Following the final year of service as Chair, such Trustee shall be permitted to serve an additional one (1) year term as a Trustee, holding the informal position of “Immediate Past Chair.” Following the one (1) year term as Immediate Past Chair, years of service as Chair and Immediate Past Chair will be counted toward any unused balance of such Trustee’s twelve (12) year term limitation as outlined in BL:4.4.1.
- 4.5. Vacancies, Resignation and Removal**
- 4.5.1. Vacancies.** If a vacancy shall occur by death, removal or resignation, the Nominations Committee shall nominate, and at a Regular or Special Meeting of the Board the Board shall elect, the Trustee’s successor for the balance of the unexpired term.
- 4.5.2. Resignation.** Any Trustee may resign at any time by giving written notice of resignation to the Board Chair or the Secretary. Any such resignation shall take effect at the time specified therein, or if not specified therein, at the next Regular or Special Meeting of the Board.
- 4.5.3. Suspension by Failure to Attend Regular Meetings.** A Trustee who fails to attend three (3) consecutive Regular Meetings of the Board shall be deemed to have been suspended from the Board, without the requirement of any further notice to the Board Chair or Secretary. Such suspension shall take place immediately upon written notice from the Secretary to the Trustee advising the Trustee of these attendance requirements of the Bylaws. Immediately upon such suspension, the Trustee shall not be permitted to act, vote or otherwise act as a Trustee, pending the suspension review outlined in this section. Should the Trustee fail to appeal the suspension as set forth in this section, the Trustee will be deemed to have automatically resigned as of the commencement of the next Regular Meeting of the Board.
- 4.5.3.1. Appeal of Suspension.** Any Trustee may appeal such suspension to the Nominations Committee by notifying the Secretary, in writing, at least ten (10) business days prior to the next Regular Meeting of the Board. The Trustee, or his or her representative, shall appear before and submit to the Nominations Committee any evidence or information that the Trustee believes warrants the reversal of the automatic suspension provisions of this section.

4.5.3.2. Appeal Process. In reviewing a Trustee's suspension pursuant to this section, the Nominations Committee and the Board, as the case may be, shall review and take into consideration any and all personal, family and health issues related to the Trustee's attendance, as well as the Trustee's past, present and future commitment to the College. Notwithstanding anything to the contrary contained herein, the Nominations Committee shall have the authority, on its own, to recommend that the automatic suspension of a Trustee be rescinded and to bring such matter to the Board for approval without requiring such Trustee to appear before or submit evidence to the Nominations Committee. The Nominations Committee may take such action based on health issues or any other compelling circumstances deemed appropriate by the Nominations Committee. The Nominations Committee shall consider the evidence and information presented by the Trustee and will make a recommendation to the Board as to whether the automatic suspension shall be reversed. The recommendation of the Nominations Committee to reverse the automatic suspension shall be brought to the full Board who must approve such recommendation by a two-thirds (2/3) vote of those Trustees in attendance at such meeting. Upon such approval by the Board, the Trustee's automatic suspension shall be rescinded and the Trustee shall resume his or her regular tenure and position in office.

4.5.4. Removal from Office. Upon the recommendation of the Nominations Committee, a Trustee may be removed at any time by a two-thirds (2/3) majority vote, provided that all Trustees have been given written notice of the intent to call such question to a vote (which notice shall contain the grounds for removal) at a Regular or Special Meeting of the Board.

4.6. Life Trustees. The Board shall have the power to elect Life Trustees who shall be former Trustees who have served with extraordinary distinction and who shall have such qualifications and such duties, responsibilities and obligations as the Board may from time to time determine. Life Trustees may elect to attend all meetings of the Board, shall have voice but no vote therein, and shall not be included in any quorum count. Life Trustees shall receive notice of all Regular and Special Meetings of the Board and shall elect to receive copies of minutes, Board agendas and any and all other communications sent to Trustees in the same manner and in the same time as voting Trustees.

4.7. Trustees Emeriti. The Board shall have the power to elect Trustees Emeriti who shall be former Trustees who have served with distinction and who shall have such qualifications and such duties, responsibilities and obligations as the Board may from time to time determine. Trustees Emeriti may be invited to attend Board meetings periodically and shall have voice but no vote therein and shall not be included in any quorum count.

5. OFFICERS

5.1. Officers of the Board. The Board Officers shall consist of a Board Chair, not more than three (3) Vice Chairs and a Secretary. Each officer shall be elected by the Trustees at the last Regular Meeting before the end of the Officers' terms, and shall hold office for a period of two (2) years, beginning the following July 1. The Board Chair, all Vice Chairs, the Secretary, and any and all other officers duly elected by the Trustees shall be elected from, and shall themselves be, Trustees.

5.1.1. Board Chair. The Board Chair shall preside at all meetings of the Board and the Executive Committee, and shall perform such other duties as are incident to the office, or as may be properly required by the Board, the Bylaws and the Working Resolutions.

5.1.2. Board Vice Chairs. There shall be no more than three (3) Board Vice Chairs, who shall be designated in successive order, namely a First Vice Chair, a Second Vice Chair and a Third Vice Chair. The Vice Chairs shall provide guidance and recommendations to the Chair on such matters and at such times and perform such other duties as the Chair shall direct.

In the absence of the Board Chair and in order of succession as heretofore specified, unless directed to the contrary by a majority vote of those present at a Regular or Special Meeting of the Board or the Executive Committee, as the case may be, a Vice Chair shall act *pro tempore* until the return of the Chair. Vice Chairs, in the aforesaid order of succession, shall take such action as in the exercise of reasonable diligence is necessary in the event that the Chair fails, refuses or neglects to take any action required by the Bylaws.

The Vice Chairs shall also perform such other duties as may be assigned to them by the Board or by the Board Chair.

5.1.3. Secretary. The Secretary shall keep records of all meetings of the Board and of the Executive Committee. The Secretary shall give, or cause to be given, notice of all meetings of the Board and the Executive Committee, and shall perform such other duties as may be prescribed by the Board or by the Board Chair. The Secretary shall have custody of the Seal of the College and shall have authority to affix the same to any instrument requiring it and when so affixed, it may be attested by the Secretary's signature. The Board may give general authority to any other Officer of the College to affix the Seal of the College and to attest the affixing by such Officer's signature.

5.2. Administrative Officers. The Administrative Officers shall include the President, a Treasurer, and such other Administrative Officers as shall be appointed by the President. The President and the Treasurer shall be elected by the Board.

5.2.1. President. The President shall report to the Board of Trustees and be the Chief Executive Officer of the College, and shall manage the day-to-day affairs of the College and perform such other duties as may be properly required by the Board or the Executive Committee. The President shall have power, on behalf of the Board, to perform all acts and execute all documents to make effective the actions of the Board or the Executive Committee. The President shall have the power to appoint, subject to ratification by the Board, such subordinate Administrative Officers of the College as may be necessary for the proper functioning of the College.

5.2.2. Treasurer. The Treasurer shall have custody of the funds and securities of the College and shall keep regular accounts of receipts and disbursements. The Treasurer shall deposit all monies and other valuable effects belonging to the College in such depositories as may be designated by the Board. The Treasurer shall make such disbursements of the funds of the College as are proper and shall render to the President, the Board Chair and the Board, at its Regular Meetings or when the Board so requires, an account of all transactions made through the Treasurer's office and of the financial condition of the College. The Treasurer shall perform such other duties as the President, the Board Chair or the Board may prescribe. If required by the Board, the Treasurer shall provide the College with a bond in such sum and with such surety or sureties as shall be satisfactory to the Board for the faithful performance of the duties of the office.

5.3. Other Officers. The Board may elect such other Officers as it shall deem necessary, to hold office for such terms, and who shall have such authority and perform such duties, as the Board shall from time to time prescribe.

5.4. Resignation, Removal and Vacancies. Any Officer may resign at any time by giving written notice of his or her resignation: (i) in the case of Board Officers or the President, to the Board Chair or the Secretary, and (ii) in the case of all other Administrative Officers, to the President or the Secretary. Any such resignation shall take effect at the time specified therein or when accepted by the Board. The President or an Officer may be removed, either with or without cause: (i) in the case of the President or the Board Officers, by a majority vote of the Trustees; and (ii) in the case of all other Administrative Officers, by the President. All of the above removals shall be without prejudice to any contract rights such person may have against the College.

A vacancy in any Office may be filled for the unexpired portion of the term in the same manner as provided for the election to such Office.

5.5. Disabilities and Absences of the President. In the event that the President is unable, in the Board's determination, to fulfill the duties of the office due to absence or disability, an interim President shall be appointed by the Board to serve in his or her stead.

6. BOARD MEETINGS

6.1. Rules of Order

6.1.1. Rules of Order. *Robert's Rules of Order*, latest edition, shall be observed in conducting the business of the Board, except as otherwise provided in the Charter and Bylaws.

6.1.2. Call of the Vote. There shall vest in the Board Chair the decision as to whether a hand or voice vote shall be taken on any motion, subject, however, to the condition that upon the request of any Trustee, the vote shall be taken by roll call.

- 6.1.3. Parliamentarian.** The Board Chair may designate a parliamentarian, who need not be a Trustee, whose responsibility shall be to ensure compliance with *Robert's Rules of Order*.
- 6.2. Regular Meetings.** Regular Meetings of the Board shall be held at such place or places, on such date or dates, and at such time or times as shall have been established by the Board, but no fewer than three (3) times annually, usually Fall, Winter and Spring. A notice of each Regular Meeting shall be required.
- 6.3. Special Meetings.** Special Meetings of the Board may be called by the Board Chair, and must be called promptly by the Board Chair within seven (7) business days of receipt of such request whenever five (5) Trustees shall so request and in accordance with the purpose so requested. The business to be transacted at such Special Meeting shall be the business requested and any other business reasonably related thereto. Notice of the place, date, time, and purpose of each such Special Meeting shall be given to each Trustee utilizing the method designated by such Trustee for the purposes of receiving notices of Special Meetings not less than three (3) business days before such Special Meeting.
- 6.4. Quorum.** At all meetings of the Board a majority of the Trustees shall constitute a quorum, and the act of a majority of the Trustees present at any meeting at which there is a quorum shall be the act of the Board, as provided by BL:3.1.
- 6.5. Consent in Lieu of Meeting.** Any action required or permitted to be taken at any meeting of the Board or of any committee thereof may be taken without a meeting, if a written consent thereto is signed by seventy-five (75%) percent of the Trustees then in office, or seventy-five (75%) percent of the committee members then in office, as the case may be, and such written consent is filed with the minutes of the proceedings of the Board or committee.
- 6.6. Use of Conference Telephone and Similar Equipment.** Board Members may participate in any meeting of the Board or any such committee thereof by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other. Participation in a meeting by this means shall constitute presence in person at the meeting.
- 6.7. Notices of Meetings.** Trustees shall have the individual option to choose the method and manner in which they are to receive communication from the College, including but not limited to choosing: the method of receiving notices of Regular Meetings, Special Meetings and/or committee meetings and any other notices or materials from the College, either via regular/overnight mail (when overnight mail is necessary) or via e-mail at an address so designated by the Trustee by so notifying the President's office in writing. The President's Office will provide the means to enable Trustees to choose the method and manner of service of each type of notice or communication. Trustees shall have the right to change the method or manner of service of any of such notices or communication upon them by so notifying the President's Office.

7. COMMITTEES

- 7.1. Creation.** The Board may, from time to time, establish one or more committees, including, but not limited to, an Executive Committee, an Audit and Compliance Committee, a Compensation Committee, and a Nominations and Governance Committee. The Board Chair shall nominate the Chairs of all committees, who shall be approved by the Trustees. The Board Chair shall have the option to appoint Vice Chairs of any committee, who shall also be approved by the Trustees. The Board Chair shall appoint the members of all committees, unless otherwise specified in the Bylaws. The responsibilities of the committees shall be established by resolution.
- 7.2. Executive Committee.** The Executive Committee will be comprised of the Board Chair, plus all duly elected Board Officers and other Trustees approved by the Board such that there shall be at least nine (9) members of the Executive Committee. The President of the College shall serve as an *ex officio* member of the Executive Committee. The Executive Committee shall have authority to act for and on behalf of the Board during intervals between meetings of the Board. Regular Meetings of the Executive Committee shall be held at such places, on such dates, and at such times as shall have been established by the Board. A notice of each Regular Meeting shall be required. Special meetings of the Executive Committee may be called by the Board Chair and shall be promptly called by the Chair within seven (7) business days of receipt of such request whenever two (2) members of the Executive Committee shall so request. The notice and purpose provisions of BL:6.3 governing Special Meetings of the Board of Trustees shall also apply to Special Meetings of the Executive Committee.
- 7.3. Audit and Compliance Committee.** The Audit and Compliance Committee will be comprised of three (3) or more Trustees. The Board Chair shall nominate the Chair and the members of the Committee, subject to the

Board's approval, provided however, that the Treasurer of the College may not serve as a member of the Committee. The qualifications of the Committee's Chair and its members and the duties and scope of the Committee shall all be as set forth in the Working Resolutions, which must be approved by the Board.

- 7.4. Compensation Committee.** The Compensation Committee will be comprised of five (5) or more Trustees. The Board Chair will nominate the Chair of the Committee, subject to the Board's approval. The Board Officers shall serve as members of the Committee. The duties and the scope of the Committee will be as set forth in the Working Resolutions, which must be approved by the Board.
- 7.5. Nominations and Governance Committee.** The Nominations and Governance Committee ("Nominations Committee") will be comprised of five (5) or more Trustees. The Board Chair shall nominate the Chair and members of the Committee, subject to the Board's approval. The Board Officers shall serve as members of the Committee. The duties and scope of the Committee will be as set forth in the Working Resolutions, which must be approved by the Board.
- 7.6. Conduct of Business; Quorum.** Each committee may determine the procedural rules for meeting and conducting its business and shall act in accordance therewith, except as otherwise provided herein or required by law. Notice to members shall be made in accordance with the provisions of these Bylaws and the provisions of the Working Resolutions. In all committees except the Executive Committee, voting membership shall be limited to Trustees, and a quorum shall consist of one-third (1/3) of the Trustees assigned to such committee, but in no event fewer than two (2) Trustees. A majority of Trustees elected to the Executive Committee shall constitute a quorum for purposes of Executive Committee action, and all matters shall be determined by a majority of the members present. *Ex officio* members of committees and those not also serving as Trustees shall have voice but no vote, and shall not be counted towards a quorum. All actions taken by a committee since the last meeting of the Board shall be reported to the Board at its next meeting.

8. FACULTY; COURSES OF INSTRUCTION

- 8.1. Faculty.** The College shall employ such Professors, Associate Professors, Assistant Professors, Instructors and Lecturers as may be necessary to carry on the work of the College.
- 8.2. Composition.** The Faculty shall consist of the President, the Academic Deans, the Professors, the Associate Professors, the Assistant Professors, the Instructors, and such other individuals to whom the Board or the Faculty may assign seats therein.
- 8.3. Tenure.** The Board accepts and endorses the Statement of Principles on Tenure as promulgated by the American Association of University Professors in 1940: "Tenure is a means to certain ends; specifically: (1) Freedom of teaching and research and of extramural activities; and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligation to its students and to society."
- 8.4. Divisions of the Faculty.** The Faculty shall be organized into departments or divisions by the Board following due consideration of recommendations made by the Faculty and the President. The Faculty, in each department or division, subject to the approval of the President and the Board, shall be primarily responsible for the conduct of teaching and methods of instruction of courses in each such department or division. The President shall designate the Head of each department.
- 8.5. Academic Freedom.** Every member of the Faculty of the College shall enjoy, consistent with the provisions of the Charter and Bylaws, the privileges and shall accept the responsibilities of academic freedom, to wit:
- 8.5.1.** Freedom to discuss his or her subject in the classroom;
- 8.5.2.** Freedom in research and in the publication of the results thereof, subject to the adequate performance of the faculty member's other academic duties, and further subject to the requirement that research for pecuniary gain shall be engaged in only with the approval of the President of the College upon recommendation of the Chief Academic Officer; and
- 8.5.3.** Freedom to write or speak as a citizen, as a member of a learned profession, and as a member of the Faculty of the College without institutional censorship or discipline, recognizing, however, that a faculty member's position in the community imposes special obligations of responsibility. These require a learned person and educator to recognize constantly that both the teaching profession and the College may be judged by such faculty member's actions and utterances. Accordingly, a faculty member must always be informed, accurate, discreet and respectful toward the opinions of others, and whenever appropriate, must make every effort to indicate that he or she is not speaking for the College.

8.6. Courses of Instruction. There shall be no fewer than two courses of instruction in the College, which shall include:

A course in Arts, leading to the degree of Bachelor of Arts; and a course in Science, leading to the degree of Bachelor of Science.

8.7. Degrees; Course Requirements. The Faculty, subject to approval by the Board and the President, shall determine the course requirements for such degrees.

9. STUDENT GOVERNMENT AND ALUMNI ASSOCIATION

9.1. Student Government. There shall be a student body government to be known as The Student Government Association which shall serve as the principal instrument for representing the concerns and opinions of the students and for overseeing various student activities at the College. The Student Government Association shall be self-governing subject to the regulations of the Board, Administration and Faculty.

9.2. Alumni Association. There shall be an organization to be known as the Muhlenberg College Alumni Association, which shall have such purposes as set forth in its organizational documents. The Alumni Association shall be self-governing subject to the regulations of the Board.

10. LEGAL MATTERS

10.1. Non-Discrimination in Admission and Employment. Admission to and employment by the College shall not be denied anyone by reason of age, color, disability, gender, gender identity, national or ethnic origin, race, religion, sexual orientation, veteran status or any other basis protected by applicable federal, state or local laws, rules or regulations.

10.2. Indemnification of Officers, Directors, Employees and Agents

10.2.1. Indemnification Generally. The College (1) shall indemnify, defend and hold harmless any Board Member, Board Officer, Administrative Officer or any member of a committee authorized by the Trustees who was or is a party to, or is threatened to be made a party to, any threatened, pending or completed action or suit, whether civil, administrative or investigative, by or in the right of the College or by reason of service at the College's request on any other for profit or nonprofit corporation and (2) shall indemnify, defend and hold harmless any other employee or agent of the College who was or is a party to, or is threatened to be made a party to, any threatened, pending or completed action or suit, whether civil, administrative or investigative, by or in the right of the College by reason of the fact of such position or at the College's request, by reason of service at the College's request on any other for profit or nonprofit corporation for all judgments, settlements, penalties, costs and expenses, including attorneys' fees, provided that such indemnification shall only extend to such employee if such employee acted lawfully, in good faith and in a manner he or she reasonably believed to be in the best interests of the College.

10.2.2. Non-Exclusivity of Rights; Deemed Amendments. The indemnification and advancement of expenses provided by, or granted pursuant to, this BL:10.2 shall not be deemed exclusive of any other rights to which those seeking indemnification or advancement of expenses may be entitled under any Bylaw, agreement, vote of members or disinterested Trustees or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding such office. It is the policy of the College that indemnification of, and advancement of expenses to, Board Members, Board Officers, Administrative Officers, and committee members of the College shall be made to the fullest extent permitted by law. To this end, the provisions of this BL:10.2 shall be deemed to have been amended for the benefit of Board Members, Board Officers, Administrative Officers and committee members of the College effective immediately upon any modification of the Nonprofit Corporation Law of 1988 ("NPCL") or any modification, or adoption of any other law that expands or enlarges the power or obligation of corporations organized under the NPCL to indemnify, or advance expenses to, Board Members, Board Officers, Administrative Officers and committee members of corporations.

10.2.3. Advancement of Expenses. The College shall pay expenses incurred by a Board Member, Board Officer, Administrative Officer or committee member, and shall pay expenses incurred by any other employee or agent indemnified under this Article, in defending an action, or proceeding referred to in this BL:10.2 in advance of the final disposition of such action or proceeding upon receipt of an undertaking by or on behalf of such person to repay such amount if it shall ultimately be determined

that he or she is not entitled to be indemnified by the College. The College need not obtain the authorization of the Trustees with respect to any such payment of expenses.

- 10.2.4. Continuation of Rights.** The indemnification and advancement of expenses provided by, or granted pursuant to, this BL:10.2 shall, unless otherwise provided when authorized or ratified, continue as to a person who has ceased to be a Board Member, Board Officer, Administrative Officer, committee member, employee or agent of the College and shall inure to the benefit of the heirs, executors and administrators of such person.
- 10.2.5. Security for Indemnification Obligations; Discretionary Indemnification.** The Trustees of the College shall have the authority to create a fund of any nature, which may, but need not be, under the control of a Trustee, or otherwise secure or insure in any manner, its indemnification obligations, whether arising under these Bylaws or otherwise. This authority shall include, without limitation, the authority to: (i) deposit funds in trust or in escrow; (ii) establish any form of self-insurance; (iii) secure its indemnity obligation by grant of a security interest, mortgage or other lien on the assets of the College; or (iv) establish a letter of credit, guaranty or surety arrangement for the benefit of such persons in connection with the anticipated indemnification or advancement of expenses contemplated by this BL:10.2. The provisions of this BL:10.2 shall not be deemed to preclude the indemnification of, or advancement of expenses to, any person who is not specified in Section 1 of this BL:10.2.1 but whom the College has the power or obligation to indemnify, or to advance expenses for, under the provisions of the NPCL or otherwise.
- 10.2.6. Indemnification Agreements Authorized.** The College shall have the authority to enter into a separate indemnification agreement with any Board Member, Board Officer, Administrative Officer, committee member, employee or agent of the College or any subsidiary providing for such indemnification of such person as the Trustees shall determine up to the fullest extent permitted by law.
- 10.2.7. Indemnification Procedure.**
- a. As soon as practicable after receipt by any person specified in BL:10.2.1 of the BL:10.2 notice of the commencement of any action, suit or proceeding specified in Section 1 of this BL:10.2, such person shall, if a claim with respect thereto may be made against the College under BL:10.2 of these Bylaws, notify the College in writing of the commencement or threat thereof; however, the omission so to notify the College shall not relieve the College from any liability under BL:10.2 of these Bylaws unless the College shall have been prejudiced thereby or from any other liability which it may have to such person other than under BL:10.2 of these Bylaws.
 - b. With respect to any such action as to which such person notifies the College of the commencement or threat thereof, the College may participate therein at its own expense and, except as otherwise provided herein, to the extent that it desires, the College, jointly with any other indemnifying party similarly notified, shall be entitled to assume the defense thereof, with counsel selected by the College to the reasonable satisfaction of such person. After notice from the College to such person of its election to assume the defense thereof, the College shall not be liable to such person under BL:10.2 of these Bylaws for any legal or other expenses subsequently incurred by such person in connection with the defense thereof other than as otherwise provided herein. Such person shall have the right to employ his or her own counsel in such action, but the fees and expenses of such counsel incurred after notice from the College of its assumption of the defense thereof shall be at the expense of such person unless: (i) the employment of counsel by such person shall have been authorized by the College; or (ii) such person shall have reasonably concluded and the Trustees have agreed, in their reasonable judgment, that there may be a conflict of interest between the College and such person in the conduct of the defense of such proceeding. With respect to any matter in which the Trustees have agreed that such a conflict of interest exists, and separate counsel has been retained by the person(s) indemnified hereunder, the College shall bear the fees and expenses of such defense but shall not be required to assume the defense thereof. In the event the College approves separate counsel for a person(s) indemnified hereunder, the engagement of specific counsel shall be subject to the reasonable approval of the College.
 - c. If indemnification or advancement of expenses under BL:10.2 of these Bylaws are not paid or made by the College, or on its behalf, within ninety (90) days after a written claim for indemnification or a request for an advancement of expenses has been received by the College, such person may, at

any time thereafter, bring suit against the College to recover the unpaid amount of the claim or the advancement of expenses. The right to indemnification and advancements of expenses provided hereunder shall be enforceable by such person in any court of competent jurisdiction. The burden of proving that indemnification is not appropriate shall be on the College. Expenses reasonably incurred by such person in connection with successfully establishing the right to indemnification or advancement of expenses, in whole or in part, shall also be indemnified by the College.

- d. When the Trustees are required to make a determination of any issues relating to matters in this Article, such determination shall be with the advice of counsel and by a majority vote of the Trustees.

10.2.8. Insurance. The College shall have the power to purchase and maintain insurance on behalf of any person who is or was a Board Member, Board Officer, Administrative Officer, committee member, employee or agent of the College, or is or was serving at the request of the College as a Board Member, Board Officer, Administrative Officer, committee member, employee or agent of another domestic or foreign corporation for profit or not-for-profit, partnership, joint venture, trust or other enterprise against any liability asserted against him or her and incurred by him or her in any such capacity, or arising out of his or her status as such, whether or not the College would have the power to indemnify such person against such liability under the provisions of this BL:10.2.

10.2.9. No Retroactive Effect of Amendments. Notwithstanding any other provision of these Bylaws, any amendment, repeal or adoption of any provision of these Bylaws that is inconsistent with the purpose or intent of this BL:10.2 shall become effective only on a prospective basis from and after the date of such action.

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