



Provost

Muhlenberg College invites nominations and applications for the position of provost.

Nestled in a neighborhood of Allentown, PA, 90 miles west of New York City and 60 miles north of Philadelphia, Muhlenberg College's 82-acre campus serves as the academic center where over 2,200 undergraduate and graduate students develop their skills as independent critical thinkers. The College provides an intellectually rigorous holistic experience for students within the context of an inclusive, residential campus, producing graduates who are intellectually agile, characterized by a zest for reasoned and civil debate, and committed to understanding the diversity of the human experience. Muhlenberg's approximately 185 full-time and 125 part-time faculty members develop curricula across more than 50 academic majors that integrate the traditional liberal arts with select preprofessional studies. With a commitment to making a liberal arts education accessible to a variety of learners, Muhlenberg also offers accelerated 22-month BA programs and progressive workforce-focused post-baccalaureate certificates and master's degrees through the Division of Graduate and Continuing Education.

After serving as interim president for one year, long-time faculty member and former provost Kathleen E. Haring became Muhlenberg's first female president in June 2020. Reporting directly to President Haring, the next provost will serve as a vital member of the collaborative senior leadership. The provost oversees and manages all fiscal and personnel aspects of the academic enterprise, including a \$23M budget and the Division of Graduate and Continuing Education while working closely with 19 academic department chairs and 21 program directors. Additionally, the provost will oversee an array of centers, offices, and units that contribute to the vibrant intellectual life of Muhlenberg College. Working cooperatively with faculty, academic staff, and senior administrators, the next provost will further strengthen the College's high standard of academic excellence, expand opportunities for cross-program collaboration, support and assist in creating an increasingly diverse and inclusive environment, and engage in opportunities to develop and grow continuing education offerings. Ideal candidates will be curious, creative, and collaborative academic leaders with deep experience in the classroom, a record of extensive managerial oversight, and a scholarly portfolio that earned tenure and associate professor rank.

ABOUT THE COLLEGE

Muhlenberg College stands out from other liberal arts institutions in many ways, particularly due to the deep sense of community felt across the campus. Faculty, staff, administrators and students embrace this sense of community in ways large and small, from helping a student create an independent major to holding the door open for the person behind them, even if they are still many feet away. The community's valuing of student success in the broadest sense of the term is reflected in the fact that many faculty hires are evaluated most strongly on their commitment to and record of classroom teaching.

Sometimes described as true renaissance thinkers, Muhlenberg students often double major in widely varying disciplines. It is not surprising to see a student who has a dance and chemistry double major or an English and anthropology double major. In addition to maintaining a 3-3 workload, faculty collaborate to support such varied student interests and enable students to develop a customized and meaningful Muhlenberg educational experience. Regardless of each student's specific educational path, the College aims to nurture independent critical thinkers who can express ideas with clarity and grace, are committed to lifelong learning and are equipped with ethical and civic values to be prepared for lives of leadership and service.

Muhlenberg recognizes that an inclusive and diverse campus environment is essential in creating the type of learning community that produces such thinkers, encourages civil debate, and precipitates exposure to new and different ways of thinking, and thus the College prioritizes this work. With a curriculum that integrates the traditional liberal arts with selected preprofessional studies and faculty members who are passionate about teaching, value close relationships with students, and are committed to the pedagogical and intellectual importance of research, Muhlenberg offers a truly unique learning environment to students.

HISTORY AND DEVELOPMENT

Muhlenberg's commitment to intellectual and personal growth dates to its founding in 1848. Frederick A. Muhlenberg, who in 1867 became the first president, led the College with two purposes in mind: the education of the conscience and the cultivation of the heart. The College's name honors Frederick's great-grandfather, Henry Melchior Muhlenberg, founder of the Lutheran Church in America.

In 1902, the College's Board of Trustees approved the purchase of land in west Allentown, and a year later saw the construction of an administration building (Ettinger Hall) and a residence building (East Hall). By 1920, the Extension School (now known as the [School of Continuing Studies](#)) began granting degrees to women.

The 1920s through 1940s saw substantial growth in both campus buildings and the number of Muhlenberg alumni. In 1951, the first African American graduates earned Muhlenberg degrees, and the College fully opened its doors to women as full-time students in 1957. America's most prestigious honor society, Phi Beta Kappa, welcomed a Muhlenberg chapter in 1967, and the College inaugurated its initial Athletic Hall of Fame class in 1979. Muhlenberg became the first liberal arts institution to receive Hillel accreditation and foundation status in 1996.

In 2011, the College celebrated the successful completion of *The Talents Entrusted to Our Care* \$110.4M campaign. In 2016, the College released its most recent strategic plan, [Muhlenberg Opens Doors](#). This ambitious project involves every constituency of Muhlenberg and included the launch of [The Muhlenberg Network](#) to facilitate professional connections between students, parents, alumni, faculty, and staff. The Muhlenberg Network provides mentoring, career development, professional advancement, and lifelong engagement for all members.

ALLENTOWN, PA:

Muhlenberg College is proud to call [Allentown](#), Pennsylvania's third-largest city, its home. According to the last census, Allentown had a population of just over 118,000 individuals, 59 percent of whom identified as White, and 13 percent of whom identified as Black. Approximately one percent identified as Native American and two percent as Asian, with nearly 21 percent identifying as "other races," and five percent as from two or more races. Forty-three percent of the population identified as Hispanic or Latino.

Boasting more [parkland per capita](#) than any other city of its size in the US, Allentown and its roots are historically tied to the booming manufacturing industry. Allentown has flourished in the arts, culture, and services industries, and annually hosts numerous large festivals. Muhlenberg actively engages with many of these institutions, including the [Allentown Art Museum](#) (AAM). A formal arrangement between the institutions allows for the sharing of resources through the Trexler Library to AAM professional staff and unlimited free admission to AAM for Muhlenberg students and faculty members bringing their classes. The city is also home to a major amusement and water park, [Dorney Park and Wildwater Kingdom](#), the [Lehigh Valley IronPigs](#), a Triple-A affiliate of the Philadelphia Phillies, and the [Lehigh Valley Phantoms](#), the American Hockey League Affiliate of the NHL Philadelphia Flyers. Downtown Allentown is currently experiencing a significant renaissance, transforming into a local destination that provides major cultural, culinary, and entertainment venues, including the newly opened [PPL Center](#).

Beyond Allentown's city lines, Muhlenberg enjoys being part of the broader [Lehigh Valley](#), which includes the cities of [Bethlehem](#) and [Easton](#). Here, visitors can immerse themselves in colonial-era history, enjoy craft breweries, and take the family to the [Crayola Experience](#) or [Musikfest](#). Home to [ABE](#), an international airport, Allentown is also just a short drive from Philadelphia, Newark, and New York City, with commuter buses available to provide efficient alternative transportation.

THE FACULTY

Each of Muhlenberg's faculty members personify intellectual excellence and demonstrate a commitment to serving students through their work as devoted teachers. While scholars, researchers, and artists in their own right, Muhlenberg's faculty are driven by a passion for opening doors for each student, which the low, 10:1 student-to-faculty-ratio enables. The College cultivates a shared culture that encourages and supports meaningful experimentation and close collaboration between faculty members and students. Because teaching and learning are richest in an environment that fosters an exchange of perspectives, the academic program provides a wide range of opportunities for cross-disciplinary immersion.

Eighty-eight percent of Muhlenberg's full-time faculty hold the highest degree in their field. Faculty regularly receive national accolades, and many serve as principal investigators of active research grants. Muhlenberg faculty present at nearly 150 national and international conferences annually, and in 2019, faculty produced 11 books, 24 book chapters, 36 peer-reviewed articles, and 34 unique creative works, among other scholarly contributions. Of the 369 faculty members at Muhlenberg, 50 percent are women, and 15 percent identify as coming from underrepresented racial backgrounds.

The College is committed to supporting and motivating faculty through all stages of their careers and has invested heavily in professional development and support of teaching and scholarship in recent years. Faculty are active participants in the College's shared governance, and all regular appointed members of the faculty are accorded a voice and vote in faculty meetings, which are convened at least four times a semester. The provost, in consultation with the Chair of the Academic Policy Committee, formulates the agenda for faculty meetings.

ACADEMIC LIFE

The [academic program](#) should be the heart of any quality liberal arts institution, and Muhlenberg College is no exception to this standard. The College provides an intellectually rigorous and holistic experience for students. Developing curricula across more than 50 academic programs that integrate the traditional liberal arts with select preprofessional studies, faculty at Muhlenberg share a deep commitment to making a liberal arts education accessible to a variety of learners.

While many liberal arts institutions struggle to make the case regarding the impact of liberal education on future careers and professional endeavors, Muhlenberg has a long history of providing support for students and alumni preparing for careers in areas such as the law or health fields, guiding those interested in such careers toward setting concrete goals and maximizing their undergraduate education. Guidance comes at every step of the process, from selecting appropriate and challenging courses, to gaining relevant experience outside of the classroom, to preparing for professional school admissions tests and applying to specific programs.

Muhlenberg College holds [Middle States Accreditation](#). The College completed its most recent decennial review in 2016, and its next review date is not until 2024.

Integrative Learning

Integrative learning is a key tenet of Muhlenberg's core curriculum, with students enrolling in at least one designated [Integrative Learning](#) experience during their academic careers. Enabling students to make connections that combine and explore different perspectives, integrative learning applies multiple ways of knowing to concepts and empowers participants to recognize and solve problems, address existing questions, and ask new ones in more comprehensive ways. This type of learning is designed to be intentional, sustained, and reflective and ideally expands beyond the classroom walls. Indeed, this type of knowledge often flourishes in linked or co-taught courses as well as through lectures, performances, and exhibits, all of which abound at Muhlenberg. As a core component of the College's curriculum, integrative learning provides a method for intentionally cultivating this powerful way of thinking in collaborative environments and communities.

Digital Learning

Muhlenberg began cultivating the environment and practices for learning online within the liberal arts context nearly six years ago. While the College recognizes that its commitment to digital and online learning is more significant than is typical for liberal arts colleges, the culture around digital learning at Muhlenberg is one that consistently emphasizes that online learning is a human – not a technological – endeavor. In fact, prior to the 2020 pandemic, nearly every department on campus had a faculty member who had experience teaching online. Given the College's deep culture of peer learning and mentorship, this collective wisdom was an even more critical factor in Muhlenberg's successful transition to online learning during the pandemic than the particular technologies that were invoked for remote learning. Further supporting its success in the digital learning realm, the College boasts an award-winning digital learning assistantship program for students that offers sustained guidance and support with remote learning.

Equitable and inclusive access for learners is an ongoing conversation and commitment at Muhlenberg, and faculty recognize that this conversation extends critically into the spaces and practices they engage in during these remote-heavy times. Senior leadership is working to ensure that students can access resources and request funds, items, equipment, and other support they might need to participate fully in their remote learning. The digital learning team has encouraged faculty to prioritize asynchronous activities that aim to lower barriers to access and inclusive involvement by affording students flexibility in their schedules, modes of participation, and means of connecting.

Global Education

[Global education](#) is another vital component of the Muhlenberg experience. In a typical year, between 250 and 300 undergraduate students take advantage of study abroad opportunities. These experiences help students develop skills and gain experiences that prepare them to face challenges in a world that is increasingly interdependent and connected. Muhlenberg College encourages students in all science, social science, arts, and humanities majors to study overseas at quality institutions in Europe, Australia, Asia, Latin America, and Africa. Muhlenberg further supports four discipline-specific study abroad opportunities: The London Theatre Program at Goldsmiths College, University of London; the program for Accounting, Business and Economics majors at the University of Maastricht in the Netherlands; a program for Media Communication and Film Studies majors in Dublin, Ireland; and a Dance program in Arezzo, Italy. The College also supports short-term student abroad opportunities through [Muhlenberg Integrated Learning Abroad \(MILA\)](#) courses.

Muhlenberg College School of Continuing Studies

Seeing a need for adult education in the local community, the College began offering adult courses in 1910 through what is now known as the [School of Continuing Studies](#). Over a century later, the tradition of providing high-quality programming as well as an understanding of the unique needs of adult learners continues; the College recognizes these students' experience, maturity, motivation, life circumstances, and capacity for independent scholarship. Muhlenberg College professors and advisors work with continuing studies students to personalize their educational journeys through positive, inclusive, and innovative approaches to learning. In total, 25 degree-programs, including an accelerated BA, are offered through day, evening, or weekend study, and transfer students may apply previously earned credits toward up to 50 percent of their Muhlenberg degree.

Muhlenberg College School of Graduate Studies

The [School of Graduate Studies](#) is a recent addition to the College. After careful study and deliberation, Muhlenberg launched the School to assist students who are mid-career and looking to continue their education beyond their bachelor's degree. The School offers small graduate cohorts, which facilitate deep relationships between students and faculty. Muhlenberg has designed all Graduate Studies programs to have certificate alternatives for those who have been away from academic studies for a while or may have time or budget constraints. This design enables students to begin their graduate studies by earning a graduate certificate with the option to continue or return at a later time to complete a master's degree. A hybrid instructional model is used that combines in-classroom conversations with faculty and peers with online learning, facilitating a well-managed program schedule that optimizes learning while allowing students to maintain professional career paths and personal lives. An overall curriculum that links theory to practical application and projects that develop leadership identity in a student's field of study are hallmarks of the School.

A master's in applied analytics and a master's in organizational leadership are being offered as the School's two inaugural programs. In the near term, the School plans to expand offerings further in ways that meet Muhlenberg's educational mission, student interests, and market needs.

Honors Programs

Muhlenberg's academically highest-performing students can distinguish themselves through independent study, advanced scholarship, and intellectual leadership within their various fields of study. To aid in these pursuits, Muhlenberg offers several honor programs. The Dana Scholars Program, for example, provides a four-year experience for outstanding students, typically near the top of their high school class, who exhibit distinctive creativity, versatility, and intellectual curiosity. The Muhlenberg Scholars Program similarly invites such academically achieving students to participate. It is a program designed to nurture talented students by providing a rich and stimulating environment, fostering creativity, independence, and self-realization through innovative course offerings, unique co-curricular programs, and close faculty interaction.

The RJ Fellows Program is an honors community established at Muhlenberg College with support from the Scheller Family Foundation to foster and strengthen the decision-making and leadership competencies of liberal arts students whose intellectual curiosity is matched by a commitment to ethical change. As well as being among the top graduates of their high school classes, individuals invited to participate in the RJ Fellows community demonstrate a passion for leadership and change in their academic and extra-curricular achievements, including community service. Finally, the Shankweiler Scholars Program is an honors program designed for highly motivated undergraduates preparing to pursue an MD after graduation and a life of serving humanity through clinical practice or research.

Academic Honor Societies

In addition to the prestigious [Phi Beta Kappa](#), Muhlenberg has several active chapters of nationally recognized honor societies to distinguish those students who have demonstrated high scholarship and leadership within a field of study. These fields include economics, German, Greek, history, leadership, mathematics, philosophy, political science, psychology, religion studies, romance languages, and Slavic studies.

In December 2008, the School of Continuing Studies received a charter for a prestigious national honor society for adult students. The Society, [Alpha Sigma Lambda](#), was founded in 1945 to honor dedicated adult students who achieve and maintain high scholastic standards while handling their life responsibilities. Students who are of senior status, working on their first degree, and are in the top 20 percent of their class are eligible for membership. Alpha Sigma Lambda members are role models for scholastic growth among their peers and within their communities, and the Society assists with recruitment and retention of non-traditional, adult students.

In early 2019, Muhlenberg inducted a founding cohort of students into the [Alpha Alpha Alpha](#) honor society. Muhlenberg hosts only the fourth chapter of Tri-Alpha, which recognizes first-generation students who have completed three full terms and earned a GPA of at least 3.2.

ACADEMIC PARTNERSHIPS

Muhlenberg College collaborates with other high-quality institutions to offer various [academic opportunities](#) that link degree programs at Muhlenberg to degrees at partner institutions. These partnerships exist in a variety of fields to provide Muhlenberg students with exceptional educational and career opportunities.

In the medical fields, Muhlenberg has partnered with [Temple University's School of Medicine](#) on an Early Assurance Program for four Muhlenberg premed students annually and with [Boston University's School of Medicine](#) on allowing Muhlenberg students access to early decision applications. The [University of Pennsylvania School of Dental Medicine](#) partnership permits students to enroll after three years at Muhlenberg and obtain both a BS and a DDS degree. Muhlenberg has a joint program with the [State University of New York College of Optometry](#) (SUNY Optometry). This agreement allows selected students to complete an AB or BS degree from Muhlenberg and an OD degree from SUNY Optometry in seven years. Finally, Muhlenberg offers two partnerships in the field of public health. Muhlenberg juniors can apply to the [Boston University School of Public Health](#) and to the [Pennsylvania State University Hershey School of Medicine](#) to pursue early assurance to their master's program.

For students interested in attending law school, Muhlenberg and [Villanova University](#) have formed a 3 + 3 partnership providing qualified students with early access to one of the nation's top law schools. For students interested in business, Muhlenberg has a preferred admittance agreement in [finance with American University](#). American will waive the application fee to their MS in finance for eligible Muhlenberg students. [Boston University Questrom School of Business](#) offers a nine-month master's program designed for recent, non-business graduates interested in building a foundation in business, and [Lehigh University](#) offers qualified students a streamlined path into their master's in management program.

In addition to these popular programs, Muhlenberg offers cooperative 3-2 and 4-2 combined programs in engineering with [Columbia University](#) and a cooperative program through [Moravian College's](#) Pennsylvania Department of Education approved program to obtain a Music Certification (K-12). Muhlenberg students can also take advantage of an early assurance program with the [Lutheran Theological Seminary of Philadelphia](#) and volunteer with the [Army Reserve Officer Training Corps](#) in cooperation with Lehigh University.

CENTERS AND INSTITUTES

The Centers and Institutes at Muhlenberg are part of the College's rich academic, cultural, and spiritual traditions. Missions spanning public opinion research, ornithology, wildlife preserves, teaching proficiency, and religious and ethical policy underscore the character and values of Muhlenberg's liberal arts core.

Academic Resource Center

The [Academic Resource Center](#) supports students' academic transition, engagement, integration, growth, and achievement through a holistic, community-based method. With services and practices rooted in a humanistic model (including a robust peer tutoring program), the Center helps students improve organization and planning skills, develop impactful and strategic approaches to learning, enhance leadership abilities, and much more.

Acopian Center for Ornithology

Established in 2006 with a bequest from local philanthropist Sarkis Acopian, the [Acopian Center for Ornithology](#) is a unit of the Department of Biology. The Center provides a secure facility that both protects and displays its historic 2,500+ piece mounted bird collection. Specimens in the collection average 100 years old and include many threatened, endangered, and extinct species and a research library. The Center is committed to providing hands-on training in the natural sciences through specialized classes and collection-based research opportunities.

Center for Ethics

The [Center for Ethics](#) seeks to develop capacities for ethical reflection, moral leadership, and responsible action by engaging community members in scholarly dialogue, intellectual analysis, and self-examination about contested ethical issues. The Center engages the community in examining these questions through nationally recognized speaker series, panel discussion, campus reads, films, and many other modes of engagement.

Conrad W. Raker Wildlife Sanctuary

A 40-acre wooded tract situated 15 miles north of campus in Germansville, PA, [the Conrad W. Raker Biological Field Station and Wildlife Sanctuary](#) is used by biology classes for field study. A section of Jordan Creek within the preserve provides an added opportunity for aquatic biology studies. Students and staff also conduct research on varied aspects of plant and animal biology.

Graver Arboretum

Located in Bushkill Township, Pennsylvania, [the Lee and Virginia Graver Arboretum](#) acts as an outdoor classroom for the biology and other science departments. Field experiences at the arboretum take students into an environment where they can ask questions, conduct field research, and experience beauty and wonder.

Institute for Religious and Cultural Understanding

The [Institute for Religious and Cultural Understanding](#) works to cultivate awareness of religious and cultural diversity locally, domestically, and internationally. The educational and research goals of the Institute serve two complementary objectives: to enhance religious and cultural literacy and to support reasoned analysis of religion in public discourse. The Institute reaches beyond the borders of campus to effect change in the local community and beyond through the cultivation of both a physical and virtual presence.

Institute of Public Opinion

Founded in 2001, the [Muhlenberg College Institute of Public Opinion](#) (MCIPO) conducts scientific-based research related to public opinion at the local, state, and national levels. The MCIPO has focused its attention on measuring the public's views on electoral and public policy issues, concentrating on environmental and health matters. MCIPO earned an A+ in FiveThirtyEight's most recent Pollster Ratings, being one of only six in the nation to achieve this score.

Muhlenberg Center for Teaching and Learning

[The Muhlenberg Center for Teaching and Learning](#) was formed in 1994 as one of the first teaching and learning centers at a small college. Founded and directed by faculty with support from the administration, the Center seeks to cultivate a shared culture of reflection about teaching that encourages and supports meaningful experimentation. Because reflecting on teaching is most informative in an environment that fosters an exchange of perspectives, the Center's programs aim to provide a wide range of opportunities for collaboration among colleagues both within and across disciplines. Such offerings include a two-year orientation program for new faculty members, a peer partner match to connect new faculty members with current ones, summer grants for faculty to develop new approaches to their teaching, and funds to attend conferences related to teaching.

Writing Center

[The Writing Center](#) offers free peer tutoring by trained undergraduate writing tutors. Muhlenberg students can visit the Center at any stage in the writing process, from idea generation to questions about grammar and usage. Tutors work across disciplines and help students recognize and correct errors, develop and expand upon ideas, and improve style and clarity.

THE STUDENTS AND STUDENT LIFE

Creating a holistic and integrative experience is essential at Muhlenberg, and thus supporting a vibrant, intellectual, service-oriented, and community-focused environment outside of the classroom is a necessary complement to what is learned in it. Due to this commitment, the academic and student affairs divisions partner closely to blend the curricular and co-curricular seamlessly. In any given 24 hours, a student might see a world premiere show, go to a talk by a national leader, cheer in the stands for the Mules, volunteer in the local area, participate in research with faculty, and much more.

Muhlenberg's student body of approximately 2,340 learners reflects a common gender breakdown at liberal arts institutions of about 60 percent women and 40 percent men. About 30 percent of undergraduate students come from Pennsylvania, and the College draws students from across the United States. Seventy-one percent of the student body identifies as White, eight percent as Latinx, four percent as Black, and three percent as Asian. International students, representing about 20 countries, make up four percent of the student body. Living on campus is an option that 91 percent of undergraduate students take advantage of in a typical year, and the entire community engages in the shared responsibility of maintaining a safe and inclusive community, conducive to academic achievement, wellness, and respect.

Students at Muhlenberg are frequently recognized for their academic achievements and intellectual curiosity through [national awards](#). In recent years, this has included Truman scholarships, Fulbright scholarships, National Science Foundation grants, National Collegiate Athletic Association Scholarship Program grants, and Goldwater grants.

Organizations

Students can participate in the more than [110 student clubs and organizations](#) recognized by Student Government and even more groups that operate informally. Students are also encouraged to start organizations if they feel that a new group is needed.

Muhlenberg welcomes, celebrates, and supports students in practicing a broad range of faith traditions and spiritual perspectives. As a college of the Evangelical Lutheran Church in America, Muhlenberg has deep roots in this mainline Protestant faith, yet the student body is religiously diverse, reflecting traditions found worldwide. The dedicated and welcoming religious life team serves the entire College community of any (or no) faith tradition, offering places to pray and reflect, a variety of religious services and programs, opportunities for interfaith dialogue, and more.

Greek Life

Since 1867, fraternity and sorority membership has provided students with an opportunity to engage in personal and professional development through the relationships derived from and the values consistent with Greek life. Members of the fraternity and sorority community can boast of involvement in practically every facet of campus life and substantial participation in community-oriented activities. The chapters strive to provide growth-oriented opportunities and experiences for members that are consistent with the mission of Muhlenberg College. In 2019, approximately four percent of male students belonged to one of the College's five fraternities and 11 percent of female students to one of the College's four sororities.

Athletics

Muhlenberg College is an NCAA Division III institution, and since 1992, it has participated in the Centennial Conference for Intercollegiate Athletics. Nearly 25 percent of students participate in athletics, choosing from track, basketball, golf, lacrosse, soccer, and tennis. Muhlenberg also hosts men's teams in baseball, football, and wrestling, and women's teams in field hockey, softball, and volleyball.

Student Self-Governance

Self-governance is a fundamental aspect of the Muhlenberg educational experience. Subject solely to the regulations of the Board of Trustees and the faculty, the Student Government Association (SGA) represents undergraduate students in voicing their concerns, promoting their interests, and advocating for student life and academic concerns. Responsible for coordinating the student body's representation on all institutional, faculty, ad hoc, and Board of Trustee committees, the SGA is composed of 22 student representatives and a student body president elected "at large" annually.

DIVERSITY AND INCLUSION

[Diversity and inclusion](#) are fundamental Muhlenberg values. Through uplifting the belief that the community should cultivate a desire and an ability to understand, mutually respect, and meaningfully engage with manifold perspectives and experiences, particularly those of historically underrepresented and marginalized groups, the College encourages community members to deeply engage with the multiple expressions of diversity that enrich the liberal arts education of all students. This engagement prepares graduates for lives of leadership and global citizenship and enhances the quality of life on campus for all community members.

To achieve this ambition, the College has committed to providing an inclusive, innovative, and evolving academic program; offering educational and professional opportunities for students, faculty members, and staff members from these groups; demonstrating good citizenship in the Lehigh Valley by supporting ongoing College-sponsored community outreach; and supporting targeted programs, such as [The Emerging Leaders Program](#), to develop leadership skills and support the academic success of students from historically underrepresented and marginalized groups. These commitments reflect Muhlenberg's investment in the principles of justice and equality. They assume a persistent and vigorous effort to confront and challenge prejudiced attitudes and behaviors that exclude, demean, or marginalize members of the community, and emphasize that success in engaging deeply with diversity must not lead to complacency, but instead, must inspire ongoing, ever-deepening integrity. The President's Diversity Advisory Council, which is led by the [associate provost for faculty and diversity initiatives](#), published its most recent report on diversity initiatives in April 2019, and that document can be accessed [here](#).

Office of Multicultural Life

In support of the College's diversity and inclusion efforts, the [Office of Multicultural Life](#) (OML) works to create campus environments that are inclusive and supportive of students, faculty, and staff from historically underrepresented groups. The Office provides education to the campus community on issues of identity, social justice, and equity, as well as myriad leadership opportunities to individual students and their many identity - and culture-based affinity groups. Currently, OML advises many student organizations focused on cultural or identity affinity and provides these groups with meeting space, leadership development, and organizational support and troubleshooting. Furthermore, OML enriches the campus community's understanding of diversity, inclusion, and equity in collaboration with academic departments and student life through a blend of cultural celebrations and events centered around equity and inclusion, peer-to-peer education, and customized workshops.

FISCAL AFFAIRS

Even as costs associated with educational institutions rise, one of the most important objectives at Muhlenberg has been ensuring sound and sustainable financing. While Muhlenberg's budget relies primarily on student charges, careful planning and disciplined fiscal management have enabled the College to remain financially sound even as peer institutions have experienced layoffs and budget cuts. The Finance and Investment Committee of the Board of Trustees judiciously invests and manages the College's \$287M endowment, following a strict spending policy. This spending policy states that the College can spend up to five percent of a five-year rolling average of the market value of the pooled endowment investments. The College has also remained diligent in staying on top of deferred maintenance, regularly renovating and renewing spaces through thoughtful and timely investments. Of the College's \$102M budget (net financial aid), the provost manages approximately \$23M.

STRATEGIC PLANNING

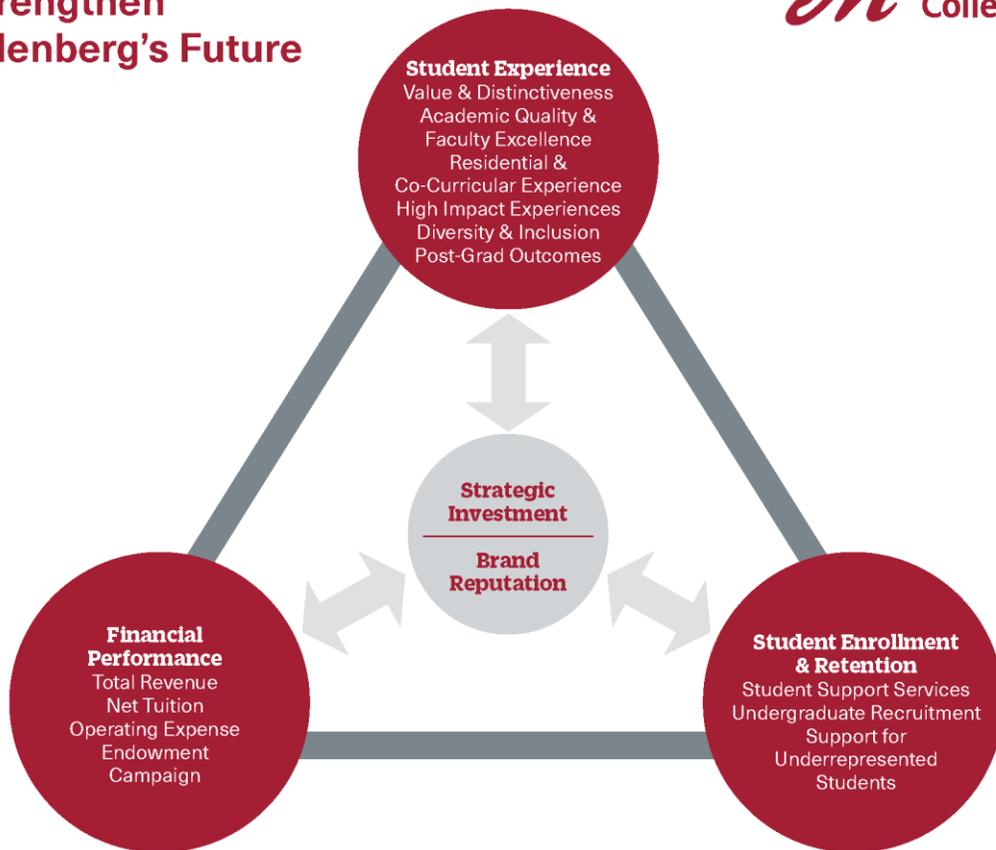
Muhlenberg College is currently in the midst of the [Muhlenberg Opens Doors](#) strategic plan, which runs from 2017 through 2022. The Plan highlights two broad imperatives: strengthening the College's value and distinctiveness and fortifying its operating model. The College endeavors to meet these imperatives in a variety of concrete ways.

To highlight a Muhlenberg education's distinctiveness, the College is focusing on deepening engaged liberal arts learning and scholarship. This is being done through challenging students to apply multiple, interdisciplinary perspectives to complex problems and develop sophisticated, integrative learning skills. This focus is complemented by prioritizing diversity, equity, and inclusion; supporting an increasingly vibrant residential life; strengthening career services and expanding the global network of institutional partnerships; and doubling down on integrating the traditional liberal arts with selected preprofessional disciplines. Finally, the College is directing resources towards expanding the Muhlenberg Network to all members of the global community of people connected to the College in ways that will create meaningful engagement and deliver powerful outcomes.

To elevate the excellence of the work that Muhlenberg faculty and staff do and support and advance the initiatives outlined in the strategic plan, the College recognizes the need to establish a more diverse operating model. To move towards this goal, the College is focusing on optimizing the use of Muhlenberg's physical resources, including supporting innovative teaching methods that engage students in and out of the classroom and require flexible learning spaces. Muhlenberg is also investing in enrollment management resources to remain competitive in an ever-shifting and competitive marketplace; broadening and deepening alumni engagement and support; and identifying new revenue sources, such as expanding summer conferences and corporate workshops/retreats to generate revenue. Importantly, Muhlenberg is committed to growing continuing education offerings. Having provided adult education for over 100 years, Muhlenberg is dedicated to lifelong learning within the framework of a liberal arts education. Given the growing need for new skills and knowledge to support workforce change, the College plans to expand continuing education programs to serve new learners.

The diagram below illustrates the relationship between key drivers of Muhlenberg’s continuing vitality. While the three areas individually are important for the College’s long-term success, it is the connections or interrelation between each area that will define the College’s ability to achieve the goals identified in the strategic plan. In partnership with the faculty and administrative leaders, the next provost will take ownership in focusing attention on how the College’s initiatives and external factors shape these core areas of institutional health and, importantly, their impact on one another.

Connecting the Dots to Strengthen Muhlenberg’s Future



THE PRESIDENT

The Muhlenberg College Board of Trustees unanimously elected [Kathleen E. Harring, Ph.D.](#) president of Muhlenberg College in June of 2020, following her year as interim president. President Harring's leadership during the global pandemic has required difficult decisions about how to adapt college life to rapidly evolving conditions. Board chair Richard C. Crist, Jr. described President Harring as "truly the right woman at the right time to lead our great institution. She has the wisdom, experience, and energy to guide the College through these challenging times and into a bright future."

A member of the Muhlenberg College faculty since 1984, Harring also served as the College's provost. During her tenure as provost, Harring was instrumental in guiding numerous initiatives, including implementing procedures to support the College's diversity initiatives and overseeing the development of the integrative learning curriculum. Harring has also held the roles of vice president and dean of institutional effectiveness and planning and dean of institutional assessment and academic planning. Her service to the College has included terms as psychology department chair, as a founding member of the College's Center for Teaching and Learning, and as a member of many faculty and staff committees. She has led accreditation activities, overseen general education reform, and acted as the architect of internal assessment systems at Muhlenberg.

Harring completed a bachelor's in psychology from Franklin & Marshall College and a master's and Ph.D. in social psychology from the University of North Carolina at Chapel Hill.

THE ROLE OF THE PROVOST

Reporting to the president and working in consultation with faculty and academic department leadership, the provost administers and strengthens the College's degree and curricular programs. The provost is responsible for: working closely with faculty to determine their needs, overseeing reappointments, projecting long-range curricular plans, preparing and controlling academic budgets, assisting in securing grants, and managing educational technologies. Additionally, the provost oversees the following direct reports:

- dean of academic life
- registrar
- associate provost for faculty and diversity initiatives
- dean of global education
- dean of digital learning
- director of Trexler Library
- director of institutional research and planning
- director of the Institute for Religious and Cultural Understanding
- director of the Center for Ethics
- director of the Institute of Public Opinion
- undergraduate research coordinator
- 19 [academic department chairs](#) and 21 program directors
- assistant to the provost
- coordinator of planning and assessment

The vice president and executive director of the School of Graduate and Continuing Education has a dual reporting line to the president and the provost. Furthermore, the provost serves as a key member of the senior staff and manages an approximately \$23M budget. The provost is an *ex officio* member of all College standing committees, with voice but not vote, and serves as staff liaison to the Educational Policies and Faculty Affairs Committee of the Board of Trustees.

OPPORTUNITIES AND CHALLENGES

As the College continues to take on new challenges under President Harring's leadership, the provost will have the opportunity to shape the following priorities:

- **Strengthen the College's high standard of academic excellence and broaden curricular offerings:** In support of Muhlenberg's strategic initiative to strengthen its value and distinctiveness, the next provost must lead the charge on developing new rigorous and interdisciplinary curricula. To achieve this goal, the provost must guide and support Muhlenberg's faculty in leveraging their collective strengths to evolve and develop a dynamic curriculum that embraces the highly interdisciplinary culture at the College, while considering student interests and workplace needs. Additionally, the next provost will have a unique opportunity to evaluate Muhlenberg's initial graduate-level offerings and further develop and expand both graduate-level and continuing education offerings.
- **Prioritize shared governance across the institution and champion a culture of cross-college collaboration:** Embracing a community of faculty who have rich ideas and are eager to participate, the next provost will prioritize strengthening shared governance within the faculty, between faculty and administration, and across campus divisions. Modeling a collaborative, engaging leadership style that emphasizes frequent and transparent communication, the provost will encourage a culture of asking thoughtful questions and working collaboratively to tackle the College's biggest challenges. The next provost will also maintain and enhance a strong partnership with student affairs, ensuring a seamless learning experience for students as they move in and out of the classroom.
- **Support and assist in creating an increasingly diverse and inclusive environment:** A campus culture that embraces individuals of all backgrounds lends itself to the type of community that Muhlenberg strives to be. In addition to supporting initiatives already in place for creating a more diverse and inclusive community, the next provost will have the opportunity to build upon this groundwork. For example, while the College has made significant strides in recruiting faculty from underrepresented backgrounds, additional challenges in retaining these faculty are ongoing. The next provost will continue to invest in the recruitment of accomplished faculty and staff who will diversify these constituencies while creating an environment that will be more supportive of their professional growth and retention. Furthermore, the provost will play a pivotal role in demonstrating the importance of the College's efforts in this area to the Muhlenberg community and upholding a welcoming environment campus-wide.

- **Advocate for faculty professional development and recognize faculty contributions:** In addition to acting as a liaison between the faculty and the administration, the next provost will find joy in advocating for and supporting the needs of faculty members as they advance through all stages of their careers, including strengthening support for faculty scholarship and research. The provost should have a deep understanding of differing needs across faculty, including pre-tenure, post-tenure, and non-tenure-track faculty. She/he/they will find creative ways to support faculty, including but not limited to, mentorship and professional development, and will recognize faculty for contributions to the College in the classroom, through service, and via research, scholarship, and artistry. The provost will also recognize the need to find a healthy and maintainable set of responsibilities for faculty in an era when more good ideas and potential committees exist than there are hours in the day to pursue.
- **Increase financial resources in support of faculty research and programmatic growth:** In addition to supporting faculty in the pursuit of foundation and academic grants, the next provost will work closely with the president, the advancement office, and volunteer leaders to identify areas ripe for individual donor support. Specifically, the College hopes to increase the number of endowed faculty chairs by ten as part of the next comprehensive campaign.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

Ideal candidates for Muhlenberg's next provost will be curious, creative, and collaborative academic leaders with deep experience in the classroom, a record of extensive managerial oversight, and a scholarly portfolio that earned tenure and associate professor rank. She/he/they will also possess many of the following experiences and characteristics:

- A solid record of encouraging and supporting interdisciplinary and cross-disciplinary collaboration with regards to both research opportunities and curricular development;
- Experience working in the traditional liberal arts and connecting them to preprofessional studies areas to create a holistic and modern curriculum;
- Ability to be a robust champion and spokesperson for the value and relevance of a liberal arts education;
- Commitment to a culture of frequent, transparent, and honest communication as well as an inclusive, collaborative, and positive approach to decision-making;
- Strong desire to work collaboratively with the full campus community, particularly prioritizing reducing silos and encouraging connections between academic and student affairs;
- Facility with collecting and reviewing data and using data analysis to inform decision-making;
- Experience developing new curricular programs, including at the graduate and certificate levels;
- An abundance of intellectual curiosity that translates to learning about the faculty's areas of expertise, and proudly and adroitly communicating them to audiences within and beyond the College community;
- Unwavering commitment to creating an inclusive and welcoming environment for individuals of all backgrounds;
- A record of diversifying a workforce through thoughtful and creative hiring practices;

- Exquisite listening skills and a strong belief in robust shared governance;
- Ability to work with faculty to secure financial support for their research and professional development; and,
- Excellent project and resource management skills conducive to managing a large and complex portfolio.

For best consideration, please send all nominations and applications to:



Shelly Weiss Storbeck, Managing Partner
Jim Sirianni, Partner
Anne Koellhoffer, Senior Associate
MuhlenbergProvost@StorbeckSearch.com



For more information, please visit Muhlenberg College's home page at muhlenberg.edu.
An Equal Opportunity Employer, Muhlenberg College is committed to valuing and enhancing diversity and encourages applications from individuals who can contribute to the diversity of our community.