



President
Muhlenberg College
Allentown, Pennsylvania

THE SEARCH

Muhlenberg College seeks a bold and collaborative president to amplify its strong institutional reputation, sustain its deeply engaged campus community, grow enrollment, and cultivate a culture that empowers students to discover their passions, develop their talents, and lead lives of purpose and impact. Muhlenberg is a distinguished, student-centered liberal arts institution known for academic excellence, transformative faculty mentorship, nationally recognized strengths in the performing arts, and exceptional outcomes in graduate and professional school placement. Through its innovative Pathways for Discovery curriculum and innovative coaching program, Muhlenberg combines the enduring values of a liberal arts education with experiential learning, interdisciplinary inquiry, and career preparation. The next president will join a tight-knit community and supportive environment that celebrates small acts of kindness.

Muhlenberg is at a defining inflection point that demands a dynamic leader to chart its next chapter and adroitly lead the College through this moment of rapid change in higher education. The next president will be charged with galvanizing the community behind a distinctive vision, elevating the College's strengths, seeking opportunities for growth, developing a plan for long-term financial sustainability, inspiring funders, and leveraging its location in Pennsylvania's fastest-growing region -- a hub for arts, culture, business, and recreation. This is a tremendous opportunity for a clear-sighted, creative, and results-driven leader who is seeking to join a caring community dedicated to educating the whole person and instilling the value of lifelong learning and preparing students for meaningful futures.

Muhlenberg College has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. Please direct all inquiries, nominations, and applications to the search firm, as indicated at the end of this document.

ABOUT MUHLENBERG

Muhlenberg College's enduring mission is to develop independent critical thinkers who are intellectually agile, characterized by a zest for reasoned and civil debate, committed to understanding the diversity of the human experience, able to express ideas with clarity and grace, committed to lifelong learning, equipped with ethical and civic values, and prepared for lives of leadership and service.

In 1867, Frederick A. Muhlenberg took the helm as the first College president with two purposes in mind: the education of the conscience and the cultivation of the heart. The institution's name honors the president's great-grandfather, Henry Melchior Muhlenberg, founder of the Lutheran Church in America. By 1920, the Extension School (now known as the [School of Continuing Studies](#)) began granting degrees to women, opening the entire College to women in 1957. In 1951, the first African American graduates earned Muhlenberg degrees. Muhlenberg became the first liberal arts institution to receive Hillel accreditation and foundation status in 1996.

In 2021, Kathleen E. Harring was inaugurated 13th president of Muhlenberg College. In 2023, Muhlenberg celebrated the 175th anniversary of its founding, recalling its rich history while looking forward to the future. In 2025, the College completed its most ambitious [fundraising campaign](#) to date, raising over \$127M, surpassing both its original \$110M goal and the revised \$125M goal. The campaign generated funds to support a range of priorities, including endowed professorships, financial aid scholarships, high-impact practices, and capital projects such as the [Fahy Commons for Public Engagement](#) and The Gateway at Fahy Pavilion.

THE ROLE

The president serves as the chief executive officer of the College and leads all aspects of the institution's strategic, academic, financial, and external affairs. The president serves as the primary spokesperson and external face of the institution and is responsible for cultivating and fostering relationships with a broad array of constituents, including the board of trustees, faculty, staff, students, alumni, parents, other like-minded institutions, and the broader Allentown community. The president must collaboratively develop an inspirational vision that unites the Muhlenberg community in a shared purpose to enable the College to achieve its mission.

The president reports to Muhlenberg's Board of Trustees and works closely with Board leadership. The College is governed by a 21-member Board (which includes the President as a non-voting member). The bylaws allow a maximum of 43 seats. Lance Bruck '89, Professor & Executive Vice Chair, Clinical Affairs and Strategic Development, Department of Obstetrics, Gynecology and Women's Health at the Albert Einstein College of Medicine and Montefiore Einstein Health System, is the current chair of the Board.

The president is supported by a talented team of senior staff. Direct reports to the president include:

- Provost
- Chief Financial Officer and Treasurer
- Vice President, Enrollment Management
- Vice President for Advancement
- Vice President for Communications and Marketing
- Vice President for Operations and Chief Information Officer
- Assistant Vice President of College Life and Dean of Students
- Director of Athletics
- Chief of Staff and Executive Assistant to the Board of Trustees

KEY OPPORTUNITIES AND CHALLENGES FOR THE PRESIDENT

Develop and execute a bold vision for the future of Muhlenberg in collaboration with the College community

The next president, in close collaboration with the Board of Trustees and senior leadership, will be responsible for articulating and executing a bold, compelling institutional vision embraced by the full College community. This vision should leverage the institution's deep liberal arts roots with a commitment to preparing students to lead and succeed within a career and employment context that is rapidly changing.

Serve as a bridge builder and clear communicator with all constituents

The president will need to provide clear, consistent, and transparent communication to all constituents in support of building trust with the community. Muhlenberg prides itself on having strong community connections and will look to the President to set the tone. It will be important for the next president to empower members of the institution's leadership team, delegate well, and embrace Muhlenberg's commitment to shared governance.

Ensure long-term financial sustainability and foster a culture of philanthropy

While Muhlenberg is in a strong financial position with an endowment of \$413.8 million and a modest level of debt, the College has not been immune to the financial headwinds facing nearly all higher education institutions, such as declining enrollment over time. In response to these external factors, the College has worked proactively over the last several years to scale its staffing and other resources to the College's current and projected size with a goal of securing long-term financial sustainability. The next president will be a thoughtful and disciplined steward of financial resources and will prioritize opportunities to generate additional revenue through expanded enrollment and other innovative strategies. The president should also build on the success of the recent campaign to cultivate relationships

with major donors and alumni, and to deepen Muhlenberg's overarching culture of philanthropy, to help ensure the success of future campaigns.

Increase the visibility of Muhlenberg, amplify existing areas of excellence, and explore opportunities for growth and innovation

The president will serve as the primary champion of the College and build a culture where every person on campus understands that student recruitment and retention are part of their role. Like many small liberal arts colleges, Muhlenberg has been impacted by the demographic shifts in higher education and the pressure of growing competition and high tuition. The President will need to work collaboratively to introduce new outreach and recruitment strategies to broaden the applicant pool and raise Muhlenberg's visibility. As part of this approach, the president will support Muhlenberg in maintaining its 90% student retention rate and leveraging areas of academic distinction such as the Pathways for Discovery curriculum, its nationally recognized Theatre and Dance department, its elite pre-professional programs, and its growing graduate offerings, including 4+1 options available to undergraduate students. The president should also work closely with faculty and others to strategically develop new academic programs that are mission-aligned and attract students.

Leverage Muhlenberg's unique regional advantage

Muhlenberg is positioned in one of Pennsylvania's fastest-growing regions, and the College has an opportunity to serve as an essential anchor institution in this thriving community. Allentown's diversified economy supports reinvented urban manufacturing and entrepreneurship; Eli Lilly is constructing a \$3.5B plant nearby; and downtown Allentown has seen a massive renaissance and development in its Neighborhood Improvement Zone, which continues to attract new businesses, luxury living spaces, developers, energy, and visitors. The president will build and deepen the corporate affiliate and partnership programs in the Lehigh Valley to support enrollment growth in the graduate school, attract new donors, and identify new opportunities for internships and post-graduation employment.

THE SUCCESSFUL CANDIDATE

Muhlenberg seeks a forward-looking president who will inspire the community and build on the College's strong foundation and history of excellence. While no individual will embody every qualification, the successful candidate will bring many of the following qualities and experiences.

Academic Leadership and Commitment to the Mission

- Earned terminal degree preferred; academic credentials sufficient to earn the respect of the faculty.
- Demonstrated respect for academic freedom, shared governance, and faculty excellence.

- A strong understanding of the opportunities and challenges facing liberal arts colleges in a rapidly changing higher education landscape.
- Commitment to fostering academic innovation while preserving the core strengths of a liberal arts education.
- Appreciation for Muhlenberg's distinctive culture, values, and tradition of inclusivity and service.

Strategic and Visionary Leadership

- Demonstrated track record of visionary, mission-driven leadership in a complex organization.
- Ability to translate strategic priorities into measurable results.
- Sound judgment in managing crises and the capacity to lead through uncertainty, change, and emerging opportunities.
- Capacity to balance innovation with stewardship of the institution's traditions and strengths.
- Courage to make difficult decisions while maintaining trust and credibility across constituencies.

Financial Stewardship and Institutional Sustainability

- Experience managing financial challenges with transparency, creativity, and decisiveness.
- Demonstrated success in resource allocation, budgeting, and long-range financial planning.
- Understanding of higher education business models and the factors influencing institutional sustainability.
- Ability to identify and capitalize on new opportunities for growth, efficiency, and strategic investment.

Enrollment, Student Success, and Market Position

- Familiarity with enrollment management strategy, recruitment, retention, and/or marketing.
- Understanding of demographic trends and enrollment challenges facing colleges and universities.
- Demonstrated commitment to student success, belonging, well-being, and career outcomes.
- Ability to articulate Muhlenberg's distinctive value proposition to prospective students and families.

Advancement, External Relations, and Advocacy

- Fundraising experience and the ability to make a compelling case for investment in Muhlenberg.
- Exceptional communication skills and the ability to serve as a visible, engaging, and persuasive advocate for the College.
- Experience cultivating relationships with alumni, donors, foundations, corporations, and community leaders.
- Ability to enhance Muhlenberg's visibility, reputation, and influence at the regional and national levels.

- Comfort representing the College in public forums, media engagements, and community settings.

Collaborative Leadership and Governance

- Proven ability to work effectively with a governing board, both collectively and individually.
- Significant experience developing, leading, and empowering high-performing teams, collaborating broadly, and delegating effectively to achieve effective operations.
- An adept relationship builder able to establish trust, transparency, and credibility.
- Demonstrated ability to listen thoughtfully, engage diverse perspectives, and build consensus.
- Commitment to fostering a culture of accountability, collegiality, and mutual respect.

Community Engagement and Partnership Building

- Track record of building strong relationships across internal and external communities, breaking down silos, and promoting collaboration.
- Success in creating strategic partnerships that advance institutional priorities.
- Genuine interest in engaging students, faculty, staff, alumni, and community stakeholders.
- Ability to unite constituencies around shared goals and a common vision for Muhlenberg's future.
- Demonstrated commitment to cultivating an inclusive, welcoming, and supportive campus community.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller [website](#).

Jeff Kessner, Partner

Jackie Mildner, Partner

Liz Braun, Managing Associate

Pamela Carty, Senior Search Coordinator

Isaacson, Miller

An equal opportunity employer – Muhlenberg College is committed to assuring equal opportunity to all persons and does not discriminate on the basis of race, creed, color, gender, age, religion, national origin, veteran or disability status, or sexual orientation in its educational programs, activities, admissions, or employment practices as required by Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Title VII of the Civil Rights Act of 1964, and other applicable statutes. The Career Center at Muhlenberg College will work solely with employers that abide by the college's equal opportunity standards.

APPENDIX: ABOUT MUHLENBERG COLLEGE

GOVERNANCE AND FINANCES

Muhlenberg College is governed by a Board of Trustees composed of a maximum number of 43 trustees, including representation from the Evangelical Lutheran Church in America to honor its historical roots. Trustees may serve up to four consecutive terms of three years each. The College president is an ex officio member of the board but has no vote. The board also appoints trustees emeriti, who have a voice but no vote at meetings they attend.

Muhlenberg's endowment was valued at \$419.2 million as of August 31, 2026. Muhlenberg employs a strict endowment spending policy expenditure of up to five percent of a five-year rolling average of the pooled endowment investments market value.

Muhlenberg recently received an A+ grade in the 2026 Forbes College Financial Grades report, which places it in the top tier of private higher education institutions nationwide and distinguishes the College for its long-term operational sustainability and robust balance sheet strength. To ensure the College continues to thrive, in 2024, the institution restructured long-term debt to take advantage of more favorable rates and improve cash flow. In summer 2025, the College formed two task forces to study and recommend innovations and efficiencies in the academic program and administrative functions, identifying a range of new cost-saving measures. During the 2025-2026 academic year the College implemented a series of cost containment measures to resolve operating budget deficits due to a structural shortfall. Rolled out in May 2026 as part of this financial stewardship plan, these efforts impacted 38 total positions, including 13 untenured faculty non-reappointments, nine staff layoffs, and the elimination of 16 vacant staff positions. While these actions were understandably difficult for the Muhlenberg community, they were necessary to adjust the College's operations to the current student body size.

FACULTY AND STAFF

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. The College currently has 134 full-time instructional faculty, of whom approximately 52 percent are women. About 19

percent of instructional faculty are faculty of color; a further four percent are international, and one percent did not report.

The Muhlenberg community is additionally supported and served by over 600 committed and talented staff members, including senior administrators, managers, and those providing student support and supporting the full range of campus operations. Staff play a central role in creating and sustaining a strong community at the College.

STUDENTS

Muhlenberg College attracted nearly 5,000 applicants for the fall 2026 first-year class of approximately 415 students. The College currently admits about 72 percent of applicants and yields roughly 12 percent of admitted students. Its applicant pool is national in scope, and enrolled students bring strong academic credentials and a broad range of interests and experiences.

Muhlenberg's student body of 1,708 learners — 1,661 undergraduate (inclusive of commuters) and 47 graduate — is 58 percent women and 42 percent men. About 26 percent of students are Pennsylvania residents, and the College draws students from across the United States. Approximately 68 percent of undergraduates identify as White, 13 percent as Hispanic/Latino, seven percent as Black, four percent as Asian, and four percent as two or more races; three percent did not report their race or ethnicity. International students, representing about 20 countries, make up one percent of the student body. Approximately 91 percent of undergraduate students live on campus in a typical year, and the entire campus 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.

ALUMNI

Muhlenberg has a loyal and deeply engaged alumni community of more than 25,000 strong. Alumni are committed to supporting students and the College in many ways — as mentors, volunteers, career connectors, ambassadors, advocates, and donors. The breadth of alumni engagement and desire to find ways to contribute to the College is a distinctive strength of Muhlenberg and speaks to the positive experience of alumni across the generations.

ACADEMIC PROGRAMS

The Muhlenberg curriculum requires students to explore across disciplines and to learn by doing, with an emphasis on developing the critical-thinking, problem-solving, and communication skills necessary to lead

and succeed. 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.

In 2024, Muhlenberg introduced the [Pathways for Discovery](#) curriculum, which is a liberal arts framework designed to guide students from broad academic exploration to focused expertise. Students begin by completing the Explore Core, which includes seven interdisciplinary areas. They then deepen their learning through majors and minors, experiential or integrative learning opportunities such as research, internships, study abroad, or community engagement, and a capstone experience within their major. Throughout the curriculum, students build essential skills in critical thinking, writing, and quantitative reasoning while connecting classroom knowledge to real-world applications and career goals.

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. The College's [preprofessional programs](#) consistently outperform national averages, with acceptance rates of 90 percent for medical school applicants, 92 percent for dental school applicants, and 93 percent for law school applicants. In addition, Muhlenberg also consistently demonstrates strong placement outcomes in both finance and accounting at top-tier global institutions, elite financial firms, and the Big Four accounting firms.

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 [Muhlenberg 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. More than 25 degree programs, including an accelerated BBA (Bachelors of Business Administration) and teacher certification, are offered through day and evening study, and transfer students may apply previously earned credits toward up to 50 percent of their Muhlenberg degree.

School of Graduate Studies

Building on the College's long-running adult education framework, the [Muhlenberg School of Graduate Studies](#) was officially launched in 2020 with the goal of assisting students who are mid-career and looking

to continue their education beyond their bachelor's degree. The School offers small graduate cohorts that facilitate deep relationships between students and faculty, a curriculum that links theory to practical application, and projects that develop leadership identity in a student's field of study. The School currently offers four master's degree programs: Master of Organizational Leadership, Master of Data Analytics, Master of Arts in Teaching, a new Master of Business Administration program that will launch in fall 2026. All of these programs, with the exception of the Master of Organizational Leadership, has a [4+1 program](#) option for Muhlenberg undergraduate students to begin working on their master's degree early. The School also offers a number of [online graduate certificates](#) that offer flexible options that can stand alone or stack toward a master's degree.

Academic Partnerships

Muhlenberg College collaborates with other high-quality institutions to offer 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. Partner institutions include:

- Boston University School of Medicine
- Boston University School of Public Health
- Boston University Questrom School of Business
- State University of New York College of Optometry (SUNY Optometry)
- The Pennsylvania State University Hershey School of Medicine
- Temple University School of Medicine
- The University of Pennsylvania School of Dental Medicine
- Villanova University College of Nursing
- Villanova University Law School

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).

Center and Institutes

Muhlenberg's [Centers and Institutes](#) are part of the College's rich academic, cultural, and spiritual traditions. These interdisciplinary research centers challenge students, faculty, staff, and the public to engage with complex ideas. These include the Acopian Center for Ornithology, the Center for Ethics, The Conrad W. Raker Wildlife Sanctuary, the Graver Arboretum, the Institute for Religious and Cultural Understanding, and the Institute of Public Opinion.

Athletics

Muhlenberg College is an NCAA Division III institution, and since 1992, it has participated in the highly competitive Centennial Conference for Intercollegiate Athletics. More than 30 percent of students participate in athletics, choosing from cross-country, track, basketball, golf, lacrosse, soccer, tennis, and wrestling. Muhlenberg also hosts men's teams in baseball and football, and women's teams in field hockey, softball, and volleyball. The athletics program at Muhlenberg prioritizes each student-athlete's academic experience and well-being. Coaches holistically encourage personal growth and development alongside athletic pursuits. Each season, Mule athletes and teams are **lauded for academic success**. Additionally, several Mule programs consistently earn national rankings, votes in national coaches' polls, and individual All-American honors. Football, which will celebrate 125 seasons in 2027, regularly ranks in the top 25, and softball was ranked 15th in 2026 after winning 36 games and an NCAA regional. Wrestling and track & field continue to produce individually ranked athletes.

Cultivating Belonging on Campus

Muhlenberg believes there is a shared responsibility as an institution and as individual members of a campus community to build and support an environment for living, learning, and working at the College in which everyone is welcomed as their full selves. In 2023, the trustees approved a [College statement on Diversity, Equity, Inclusion, and Belonging](#). The College's commitment to these values is evidenced by a range of innovative and evolving programs and services along with educational and professional opportunities for all community members.

[The Muhlenberg Office for Student Access, Inclusiveness, and Community \(MOSAIC\)](#) is responsible for cultivating spaces where social consciousness develops, connections deepen, and diverse understandings are shared. This office has oversight for the Emerging Leaders Program that offers first- and second-year students an opportunity to belong to a community of future leaders. Through this program, students who have demonstrated leadership potential and interest in civic engagement, critical dialogue, and social change participate in an academically focused cohort.

Muhlenberg provides an innovative [coaching program](#) that provides every incoming student with a personalized team (an academic advisor, a career coach, and a college life coach) to help maximize their potential right from the start of their college journey.

In 2023, Muhlenberg was recognized by Bloomberg Philanthropies as an [American Talent Initiative \(ATI\) High-Flier](#), a group of 28 high-graduation-rate institutions nationwide named as leaders in college access and success for lower-income students. The College received the distinction for its steady gains in lower-income student enrollment since 2015-16, its growing share of Pell Grant recipients (awarded only to undergraduate students who display exceptional financial need), and innovative recruitment, enrollment, and retention practices.

ABOUT ALLENTOWN AND THE LEHIGH VALLEY

Muhlenberg is located in the heart of the [Lehigh Valley](#), which includes the cities of Allentown, Bethlehem, and Easton. The Valley is less than 90 miles from New York City and 60 miles from Philadelphia. With more than 700,000 residents, the Valley is Pennsylvania's fastest-growing region for a hub for arts, culture, business, and recreation.

Allentown was founded in 1762 by William Allen, a successful businessman and the former mayor of Philadelphia, and was named for him in 1838. Allentown transformed from a small community of Pennsylvania Dutch farmers into a marketing center for local farmers in the 1920s. The tradition still stands today at the [Allentown Fairgrounds Farmers Market](#) where farmers and merchants sell everything from produce to baked goods to candy.

Allentown was a key contributor to America's industrial economic boom of the early 19th century through its textile and automotive industries. Today, its diversified economy supports reinvented urban manufacturing and entrepreneurship through start-up incubators like the [Bridgeworks Enterprise Center](#), which houses manufacturers in a former Mack Trucks plant. In January 2026, [Eli Lilly and Company](#) announced that they would be building a historic \$3.5 billion manufacturing complex just outside Allentown, and in September 2026, Governor Shapiro announced a historic \$1.2B investment by Chobani to build a massive 1.5 million-square-foot manufacturing and warehouse campus in Upper Macungie Township, Lehigh County. In recent years, downtown Allentown has seen a massive renaissance and development in its [Neighborhood Improvement Zone](#), which continues to attract new businesses, luxury living spaces, developers, energy, and visitors into Allentown.

Pairing with that urban renewal, the Lehigh Valley is teeming with cultural attractions; its many [museums](#), historic sites, colleges, and arts organizations contribute to its renewal. Allentown boasts more [park land](#) per capita than any other city of its size. [Events](#) in the Lehigh Valley flourish as well; annually, big events like [The Great Allentown Fair](#) and [Lights in the Parkway](#) draw crowds from all over the region. Musikfest, hosted annually in Bethlehem, is the largest free music festival in the nation. During summer and fall, Allentown is also host to the Allentown Beer Fest and [Blues, Brews, and BBQ events](#) in downtown.

This document has been prepared based on the information provided by Muhlenberg College. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Muhlenberg College would supersede any conflicting information in this document.