2016 ANNUAL REPORT
A BOLD STEP FORWARD

LEHIGH UNIVERSITY
“We are setting a direction that builds and expands upon our historic strengths...
AND HONORS THE CORE VALUES THAT HAVE MADE LEHIGH SUCH A SPECIAL PLACE.”

John D. Simon
LEHIGH UNIVERSITY PRESIDENT
WITH A REVERENCE FOR ITS PAST, LEHIGH IS EMBARKING ON A BOLD PLAN FOR A GREATER FUTURE

Speaking in the Fall of 2015 on the occasion of his very first Founder’s Day—that annual celebration of Lehigh’s proud and accomplished past—newly arrived president John D. Simon asked the assembled faculty, students, staff and alumni to, instead, look to the future. And to do so, boldly.

He encouraged the campus community to envision a greater future for a truly great institution, and to ask themselves, and each other, what that future should ultimately look like. He spoke with confidence about the potential of a university that, in truth, should be bound by nothing. He also made clear he believed that Lehigh found itself at a crucial pivot point in its history—one that could ultimately determine the role it would play in a fast-changing and increasingly complex world.

Today, Simon seems more confident than ever that Lehigh is well-positioned to not only build on its legacy of excellence, but also to grow and evolve in ways that university founder Asa Packer could not have possibly imagined. Simon’s broad new vision, backed by the Lehigh Board of Trustees, calls for the university to move forward on plans to expand its student body, recruit new faculty, create new academic programs matched to the demands of our time, transform, rebuild and reimagine its beautiful campus, and even launch an entirely new college.

This exciting and wide-ranging new vision, Simon says, can and will be truly transformative—not only for Lehigh as an institution, but also for those who learn here, teach here, conduct research here, and serve here. After 150 years of great achievements and groundbreaking contributions to its community and its world, Lehigh is now challenging itself to dream of an even more powerful future. It is a future of great potential, and it is a future that, under Simon’s leadership, begins right now.
A NEW LEHIGH: THE UNIVERSITY WILL STRIVE TO BUILD A MORE DYNAMIC, POWERFUL AND EMINENT ACADEMIC COMMUNITY

A DYNAMIC ACADEMIC COMMUNITY
Over the next decade, the University will increase its undergraduate population by 1,000 students, or roughly 20 percent, increase its graduate student population by 500, and recruit 100 more faculty. Its increased student population will bring a new dynamism and greater diversity to campus.

Lehigh will also expand its academic footprint, adding faculty in key growth areas and also moving forward on a plan to launch a new health college. The new college, Lehigh’s fifth, will build on the university’s well-established expertise in health and related fields, and give the university a stronger connection to the burgeoning health care market.

AN EVOLVING PHYSICAL CAMPUS
As Lehigh pushes forward on plans to add more students and scholars to its campus community, it will also launch a campus-wide facilities initiative that will include the construction of new residential and academic facilities, as well as renovations to some of its most iconic buildings.

The scope of work will extend from the top of South Mountain into the neighborhoods of South Bethlehem, providing creative spaces that will spark innovation and bring the university and its community even closer together.

1,000 NEW UNDERGRADUATE STUDENTS
500 NEW GRADUATE STUDENTS
100 NEW FACULTY

CONSTRUCTION OF NEW RESIDENTIAL AND ACADEMIC FACILITIES
RENOVATIONS TO SEVERAL ICONIC BUILDINGS
A NEW COLLEGE FOCUSED ON HEALTH
A BOLD STEP FORWARD
“In effect, our job is to prepare students for a future we never thought of.”

—PROVOST PATRICK V. FARRELL
Since our founding by the Honorable Asa Packer in 1865, the constant strength and bedrock of Lehigh University has been our unwavering commitment to providing our students with an education that is purposeful in intent and wide-ranging in application by fusing the theoretical with the practical. The ethos of our University is grounded in the singular and exceptional ability to embrace and overtake the challenges of the day while continuing to prepare our students for a complex and unpredictable future. Against the backdrop of often turbulent times, Lehigh has evolved and endured. We never lose sight of and focus constantly on our mission: to provide our students with excellence in education, to engage them in the advancement of knowledge, and to help them develop the capacity and skills to grow as people who will do creative, innovative and constructive work in the world and be of service to mankind.

As we move to the next chapter in our history, we are committing to a comprehensive and bold plan. We will expand our graduate and undergraduate student body, improve and further develop the campus landscape, reinforce our ties with the local community and build upon our existing strengths in the arts and sciences, business and economics, engineering, education while supplementing all with expanded focus on health. In the pages of this report, you will read more about our goals, aspirations and our plan all against the backdrop of the much that occurred and was accomplished during the past year.

At the close of the Civil War, faced with the need to heal and make better our Nation, our founder re-envisioned the mission and purpose of higher education. He established on South Mountain an institution dedicated to providing future leaders with a diversity of lifelong tools, skills, training and discipline. Now, more than 150 years later, we have designed and are launching a plan for our beloved Lehigh that is bold and ambitious. Our goal is to continue to best develop generations of graduates who will lead, innovate and solve the problems at hand and those yet to be revealed. We have every confidence that we are up to the challenge.

Lehigh will shine, illuminating the path to and serving as a beacon for the brightest of tomorrows.
2015–16 HIGHLIGHTS

2015 OCTOBER
Lehigh’s Monica Miller and James Peterson were keynote presenters at the first “Black Lives Matter” conference in the United Kingdom. The conference took place in recognition of the 50th anniversary of the UK Race Relations Act and the American Civil Rights Movement during Black History Month.

Lehigh’s department of materials science and engineering celebrated the 125th anniversary of its founding. The featured speaker was former astronaut Terry J. Hart ’68, now a professor of practice at Lehigh.

The Tauck Scholars Program celebrated 20 years. It was founded by Arthur Tauck ’53 as a way to allow rising seniors in the College of Business and Economics (CBE) to complete an international summer internship.

2015 NOVEMBER
Lehigh announced a new financial aid initiative that will see the university meet 100 percent of every student’s demonstrated financial need.

Lehigh was named a recipient of the 2015 TIPS Award of Excellence by Health Communications, Inc., provider of the Training for Intervention Procedures program (TIPS) that helps students make sound decisions regarding alcohol use.

2016 FEBRUARY
Four Lehigh students and their professor presented at the United Nations’ First International Day of Women and Girls in Science on February 11, alongside diplomats, politicians, educators and other leaders. Lehigh co-sponsored the event, a connection that came about through the Lehigh-United Nations Partnership, which brings students and faculty to the UN.

2016 MARCH
Lehigh’s College of Business and Economics launched a new one-year Master’s in Business Administration program that aims to help students from diverse employment backgrounds transform themselves into future business leaders.

The Women’s Center celebrated its 25th anniversary.
2016 APRIL

Through LehighHacks, a high-energy, student-driven hackathon, students worked in teams to create unique solutions to problems in the areas of financial technology, smart environments and social apps. Roughly 150 students participated in the highly collaborative, 24-hour event.

Gary Zenkel, president of NBC Olympics and president of operations and strategy of NBC Sports Group, delivered the keynote presentation at the first Data X Symposium on Friday, April 1, in the Herbert A. Roemmele ‘53 Global Commons in Williams Hall.

2016 MAY

Georgette Chapman Phillips, the Kevin L. and Lisa A. Clayton Dean of the College of Business and Economics, was selected from a competitive field of national nominees as an Arthur Vining Davis Fellow. She joined 26 other fellows from around the country at the 2016 Aspen Ideas Festival, which celebrates the entrepreneurial spirit, intellectual curiosity and leadership qualities of Arthur Vining Davis, the longtime CEO of the Alcoa Corporation.

The more than 1,250 members of the Class of 2020 were welcomed to the Lehigh campus. The class represents 40 states and 30 countries. New countries represented include Nicaragua, Sierra Leone, Oman and Portugal.

Lehigh hosted its fourth annual conference in philosophy, hosting 26 scholars from 22 universities in the U.S. and two from overseas. The theme for this year’s conference was “19th Century Philosophy: 1781-1905.”

2016 AUGUST

The College of Education marked 100 years of education at Lehigh, its 50 years as a College and 50 years of the highly regarded Centennial School for children with educational disabilities.

Lehigh’s commencement ceremony was held for 1,159 undergraduates in the Class of 2016, who hailed from 39 states and 16 countries. There were also 519 students who received master’s degrees and 80 who received doctoral degrees.

2016 OCTOBER

Lehigh announced a Western Regional Office geared toward engaging alumni, corporations, and prospective students/guidance counselors throughout the region. Located in San Mateo, Calif., the office will extend educational opportunities for students and faculty by building curricular and research enterprises in key West Coast regions.

Lehigh joined 29 other colleges and universities in a new initiative to increase the number of talented lower- and moderate-income students attending the institutions with the highest graduation rates in the United States. Through the American Talent Initiative (ATI), which is supported by Bloomberg Philanthropies, the 30 public and private institutions seek to enroll and support lower-income students and to conduct research that will help other schools expand opportunities.

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MARTY BARON
Washington Post Executive Editor

I hope it causes everybody, people in the press and the public generally, to listen to people who have fallen into the margins of society or been pushed into the margins of society ... they have something important to say.

Marty Baron ’76, ’76G, ’14H, who graduated from Lehigh with a bachelor’s in journalism and an MBA, speaking to a Lehigh audience following a special screening of Spotlight, a film chronicling The Boston Globe’s probe into the Catholic Church’s cover-up of clergy sex abuse. Spotlight went on to win two Academy Awards: Best Picture and Best Original Screenplay.
“For me, when I reached 65, that was only the beginning. That’s more than 20 years ago, and I’ve done my best work since then. I’ve had more time to work on it.”

Mildred Dresselhaus, the 86-year old renowned physicist from MIT, who came to Lehigh to share the lessons learned from a long and successful career.

Legendary Wall Street financier Joseph R. Perella ’64, who offered encouragement to Lehigh’s Class of 2016 at the May 2016 commencement ceremony. “Some people get up every day, look in the mirror and see George Clooney. If you don’t have self-awareness, you can’t possibly manage disappointment, and your career development will be compromised.”

I Activist, educator and prominent public intellectual Cornel West, who delivered the Tresolini Lecture in April 2016. “I come from a tradition of people who often put a high value on the moral and spiritual dimension of being human. I am who I am because I was loved. I was cared for. I grew up in a ghetto, but it was a neighborhood—not a hood.”

I Nationally renowned historian and author Taylor Branch, who came to Lehigh in September 2016 to discuss voting rights. “I am continuously awed by the courage, tenacity and political brilliance of those who cling to nonviolence. And what a tragedy it is that that lesson is not more widely appreciated.”

I Former U.S. Senator, Olympian, NBA Hall of Famer Bill Bradley, who delivered the Kenner Lecture. “Democrats believe that we have to have caring. Republicans believe that we have responsibility. And that’s the argument—caring, responsibility, caring, responsibility, over and over and over. The truth is we need both.”
FACULTY DISTINCTIONS

Three researchers in the College of Education have been awarded a total of $3.1 million in grants from the U.S. Department of Education’s Institute of Education Sciences to develop programs and monitoring tools to help preschool and elementary school children in language, behavior and literacy. L. BROOK SAWYER, assistant professor of teaching, learning and technology, received a three-year, $1.5 million grant to develop and assess the promise of the Parents Plus: Language Coach online tool. LEE KERN, professor of special education, received a three-year, $1.5 million grant to adapt Tier 2 behavior interventions for elementary school children. And ROBIN HOJNOSKI, associate professor of school psychology, was awarded $134,615 in IES funding to help develop measures to monitor progress in early literacy among preschoolers.

PARVEEN GUPTA, the William L. Clayton Distinguished Professor of Accounting and former chair of the accounting department, has received the Pennsylvania Institute of Certified Public Accountants (PICPA)’s Outstanding Educator Award. The award is given to university accounting educators who have distinguished themselves in the classroom through “instructional innovations, student and peer evaluations and active engagement in practical learning opportunities for students.”

Professor DAN FRANGOPOL was recently awarded a National Science Foundation grant to provide funds to pursue stochastic and multi-criteria optimization research to provide needed knowledge for the development of an integrated risk- and sustainability-informed decision-making framework for optimum life-cycle management of civil infrastructure systems considering climate change. He was also recently elected as a Foreign Member of the Royal

ADDITIONS TO LEHIGH’S LEADERSHIP TEAM IN 2016

Kristin Agatone, managing director for New York-based investment firm Summit Rock Advisors, has been named Lehigh’s new Chief Investment Officer. Prior to her time with Summit Rock, she worked at Boston-based Harvard Management Company, which manages the Harvard University Endowment.

Joseph E. Buck was named Lehigh’s new vice president for development and alumni relations after serving in key development positions at the University of Chicago, the University of Pennsylvania and LaSalle University.

Stephen P. DeWeerth, associate dean for research and innovation at the Georgia Tech College of Engineering, was named the new dean of Lehigh’s P.C. Rossin College of Engineering and Applied Science. DeWeerth served as professor of electrical and computer engineering at Georgia Tech and of biomedical engineering at Georgia Tech and Emory University.
Cheryl Matherly has joined the Lehigh community as the university’s vice president and vice provost for international affairs. Matherly previously served as vice provost for global education at the University of Tulsa.

Khanjan Mehta, the founding director of the Humanitarian Engineering and Social Entrepreneurship (HESE) Program, assistant professor of engineering design, and affiliate professor of international affairs at Penn State University, was named the inaugural vice provost of creative inquiry and director for Lehigh’s Mountaintop initiative.

NELSON TANSU, the Daniel E. ’39 and Patricia M. Smith Endowed Chair Professor and Director of the Center for Photonics and Nanoelectronics, has been named a Fellow of the National Academy of Inventors (NAI). Tansu is widely regarded as one of the world’s leading researchers and inventors in the field of semiconductor optoelectronics materials and devices, and his works have vastly improved the lighting emitters, lasers for telecommunications, and device technologies for energy efficiency.

Henry Zheng, the former administrative director of strategic analytics for The Ohio State University Wexner Medical Center, was named vice provost of institutional research at Lehigh.

MARCOS PIRES, assistant professor of chemistry, is one of three recipients of the inaugural ACS Infectious Diseases Young Investigator Award for “exceptional researchers.” Pires is exploring one promising route for combating bacterial infections by allowing the immune system to do the dirty work. This novel technique takes a page out of the cancer treatment playbook, as immunotherapy is widely seen as among the most promising of emerging anti-cancer strategies.

KELLY SCHULTZ, assistant professor of chemical and biomolecular engineering, recently received a three-year grant from the National Institutes of Health (NIH) to study how cells remodel their natural environment—a crucial step toward engineering cells that can speed through synthetic materials to enable faster wound healing and tissue generation.

NELSON TANSU

A BOLD STEP FORWARD
CHERYL MATHERLY
Vice president and vice provost for International Affairs at Lehigh

“It has taken passion and commitment to hard work to build a Global Village program of this kind of excellence and reach. To keep it viable and relevant for two decades is nothing less than extraordinary.”
Twenty years after it was a gleam in the eye of automotive industry icon Lee Iacocca ’45, Lehigh’s Global Village for Future Leaders of Business and Industry has seen the intensive, five-week program evolve into an extraordinary living and learning opportunity for the students who flock to Bethlehem from all over the world.

Iacocca established an institute in his name in 1988 to create programming focused solely on innovative leadership, applied management and cross-cultural learning experiences. His idea, wrote Iacocca in his 2007 book, Where Have All the Leaders Gone, emerged from the questions: How do you go about building global leadership? How do you demonstrate to people from different worlds that their commonalities are greater than their differences?

Iacocca went on to write that Lehigh piloted the Global Village program during the summer of 1997 with representatives from 25 countries. “There were a lot of kinks to iron out, but I was sold,” he wrote. “This was an investment worth making.”

The thousands of young men and women who have participated in the Global Village over the past two decades would no doubt agree. Describing it as “life-changing” and “inspirational,” the program’s alumni of more than 2,000 leaders from 135 countries continue to mentor students and help the program evolve.
Linking health, medicine and society

In many ways, Kelly F. Austin’s research is all about connections and helping to create better relationships between the world’s health care system and the people it serves.

An assistant professor of sociology, Austin describes herself as a “macro-comparative sociologist” who is interested in large-scale patterns in development across nations. “Specifically,” she says, “my research examines global trends in health and environmental outcomes, and the nexus between the two.”

Most of her current published research, she adds, encompasses cross-national projects that use large samples from nations to see general patterns among them. In addition, she typically spends eight to 10 weeks each summer in rural Uganda. While there, she supervises a small team of Lehigh undergraduate students in their research projects and local internships, as well as furthering aspects of her own research critiquing international health aid and examining patterns in diseases, like malaria.

The project she concluded in Summer 2016 was focused on unmasking a hidden malaria burden in Bududa, Uganda. “A large proportion of malaria cases are missed from official disease statistics in this region due to people self-treating from local drug shops, rather than being tested, treated and counted in a formal clinical setting,” Austin said.

For this research, Austin interviewed a mix of community members and health workers and also spent considerable time in Uganda volunteering and working at local non-governmental organizations (NGOs) and health clinics.

Her research transfers to the classroom; Austin is also director of Lehigh’s Health, Medicine and Society (HMS) program, which has grown in response to increased student demand, enhanced faculty specialization and a rapidly evolving health sector.

“My research examines global trends in health and environmental outcomes, and the nexus between the two.”

—Kelly Austin
Celebrating International Culture

Every November, more than 50 clubs and student organizations participate in International Week, a celebration of international culture and diversity. In November 2016, the groups organized 48 events.

Founded in 1997 by American and international students seeking to enhance the international voice on campus, it has grown into one of the largest and most active student organizations.
“Every encounter with the unanticipated, the unexpected, the poorly understood, is an opportunity. That’s where new knowledge comes from. Working with the community presents a special opportunity in that regard, specifically because people from other walks of life know things and see things that we don’t know and we don’t see.”

ALAN SNYDER
Vice President and Associate Provost for Research and Graduate Studies
Researchers in Lehigh’s Integrated Networks for Electricity research cluster are part of a new center that aims to develop new technologies to protect the nation’s power grid from cyber attacks.

The center is made possible by a $12.2 million grant to Lehigh and other universities from the U.S. Department of Energy (DOE). The award will be supplemented with $3.3 million in matching funds from the participating schools. The center is led by the University of Arkansas, and consists of experts in power systems engineering and in the computer science of cybersecurity from Arkansas, Lehigh, Carnegie Mellon University, and Florida International University. The Arkansas Electric Cooperative Corp. will serve as an industry partner.

Lehigh faculty members represent the largest number of investigators involved in the project, which brings $3.25 million in research funding to Lehigh over five years.

“Cybersecurity for energy systems is universally recognized to be one of the most important challenges of the future,” says Rick Blum, Robert W. Wieseman Research Professor of Electrical Engineering at Lehigh and principal investigator of the Lehigh team.
Email may be to blame for after-hours exhaustion

A new study co-authored by Liuba Belkin, associate professor of management at Lehigh, suggests that companies should refrain from sending emails to their employees after hours—for the sake of their employees’ health and productivity.

The study—also co-authored by William Becker of Virginia Tech and Samantha A. Conroy of Colorado State University—finds a link between organizational after-hours email expectations and emotional exhaustion, which hinders work-family balance. The results suggest that modern workplace technologies may be hurting the very employees that those technologies were designed to help.

Using data collected from 297 working adults, Belkin and her colleagues looked at the role of organizational expectation regarding “off” hour emailing and found it negatively impacts employee emotional states, leading to “burnout” and diminished work-family balance, which is essential for individual health and well-being.

The study—described in an article titled Exhausted, but Unable to Disconnect: The Impact of Email-related Organizational Expectations on Work-family Balance—is the first to identify email-related expectations as a job stressor along with already established factors such as high workload, interpersonal conflicts, physical environment or time pressure.

Previous research has shown that in order to restore resources used during the day at work, employees must be able to detach both mentally and physically from work.

“Email is notoriously known to be the impediment of the recovery process. Its accessibility contributes to experience of work overload since it allows employees to engage in work as if they never left the workspace, and at the same time, inhibits their ability to psychologically detach from work-related issues via continuous connectivity,” write the authors.

RESEARCH

50% increase in new award dollars over the previous year.

152 Undergraduate students employed in faculty research projects

432 Active research awards

11% Increase in proposals by faculty over the previous year

69 Student projects that were supported by the Dale S. Strohl ’58 Awards for Research Excellence in the Humanities and Social Science (Spring 2015 to Spring 2016)

500+ web researchers traveled to Bethlehem to attend the 14th International Semantic Web Conference, the premier global conference for semantic web researchers, which was organized by Lehigh Associate Professor of Computer Science and Engineering Jeff Hefflin
Next Gen Ph.D.s

Jenna Lay, associate professor of English and director of graduate studies for the English department, is serving as project director for a $25,000 grant awarded to Lehigh by the National Endowment for the Humanities (NEH). The Next Generation Ph.D. planning grant is part of a new NEH program that aims to support “a transformation of how Ph.D. candidates in the humanities study for their degrees and are prepared for a broader range of careers at the conclusion of their often years-long, intensely academic graduate school experiences.”

The award requires Lehigh to provide matching funds to ensure institutional commitment and builds on the momentum of the $500,000 NEH challenge grant, which was awarded last year to Lehigh’s Africana Studies program. Work includes enhancing curriculum, increasing public humanities initiatives and strengthening community partnerships.
INNOVATION

PATRICK V. FARRELL
Provost and Vice President for Academic Affairs

“Far-reaching innovation happens when concepts and disciplines converge. We challenge faculty and students alike to increase their capacities for independent inquiry, for taking intellectual risks and learning from failures, for collaboration, and for recognizing important problems and opportunities to effect constructive and sustainable change.”
It’s been described as the third industrial revolution. Additive manufacturing—more commonly known as 3-D printing—allows users to print things that would be almost impossible to make in a traditional machining environment. This past summer, Lehigh expanded the possibilities with a Renishaw 3-D metal printer, the second the British engineering company has ever made in its particular series and the first in the United States.

Lehigh acquired the new metal printer through an educational partnership with Renishaw. The industrial platform printer, which has a 400-watt laser and a 250x250x300-millimeter build chamber, employs what’s known as powder bed fusion technology. Any type of metal that can be rendered in powder form is loaded into the material hopper of the machine. An arm within the printer smooths the powder, and a laser selectively melts the powder together so it solidifies into a single metal piece. The build plate drops down 50 microns, and a new layer of powder, is pushed on top of it. The laser returns and selectively melts the next layer, which then melts into the layer below. The process repeats, layer by layer, until the desired part is fully formed.

As part of the uniquely comprehensive educational package, Renishaw is allowing Lehigh to change the machine’s processing parameters as needed for research.
Connecting the Entrepreneurial Community

This past fall, Lehigh launched a Western Regional Office in San Mateo, Calif., in an effort to extend educational opportunities for students and faculty, build research partnerships and further engage alumni and prospective students.

In step with the new office, Lehigh has entered a partnership with the Nasdaq Entrepreneurial Center, a nonprofit designed to educate and connect the entrepreneurial community, as its exclusive Academic in Residence partner. Together, Lehigh and the Center have created Lehigh@NasdaqCenter, an environment in San Francisco that is uniquely suited to advance students’ entrepreneurial spirit and skill sets, in any discipline.

“We are thrilled to launch this institutional partnership with someone who shares the same drive to nurture and support the entrepreneurial pursuit of value creation in our society,” said Lehigh President John Simon, in announcing the partnership.

The collaboration was initiated by Lehigh’s Baker Institute for Entrepreneurship, Creativity and Innovation.

“This will be a university-wide collaboration with Nasdaq that taps into our shared ethos of innovation,” said Baker Institute Executive Director Lisa Getzler. “Lehigh@NasdaqCenter provides a collaborative platform for Lehigh students, faculty and alumni to engage in innovation, entrepreneurial thinking and problem solving as it relates to a wide variety of disciplines.”

The Nasdaq Entrepreneurial Center was established in 2014 with support from the Nasdaq Educational Foundation, Inc. The mission of the foundation is to promote and provide opportunities through collaborations and initiatives that support and deliver innovative educational programs and charitable activities.
A One-Man Fashion Revolution

Caleb Conradi, an MBA student in Lehigh’s College of Business and Economics, may one day be known for revolutionizing men’s neckwear.

As founder of the Refined Bowties Co., Conradi has taken industrial materials—metals, concrete, wood and marble—and crafted them into bow ties that he now sells through boutiques and online sites.

The idea proved novel enough to win Conradi a $1,000 prize in the Baker Institute for Entrepreneurship, Creativity and Innovation’s annual Thalheimer Student Entrepreneurs Competition, which awards funding to students interested in launching innovative ventures with early state business models.
CREATIVE EXPRESSION

DONALD E. HALL
Herbert J. and Ann L. Siegel Dean of the College of Arts and Sciences

“The power of a Lehigh education is derived from our deep commitment to fostering creative expression and innovative thinking. Our faculty and students work in partnership to explore the challenges facing us in the 21st century, with the common goal of generating fresh approaches to complex global problems.”
For more than 30 years, Lehigh art professor Berrisford Boothe has been an abstract painter, a realist printmaker, an abstract/realist photographer, an installation artist and a collaborator with improvisational musicians. He’s taught African-American art and co-founded Lehigh’s Africana Studies program. Last year he celebrated the university’s 150th anniversary by producing a performance by graffiti artists.

Along with commercial and industrial developer Jim Petrucci, Boothe is devoting his creative energy to collecting “master works that define humanity, that show characters in their full, most authentic human moments.”

Boothe and Petrucci have assembled a remarkably diverse, balanced group of objects by black pioneers, outsiders and revolutionaries. “We’re using themes inside the African-American experience to foster cross-cultural understanding and reconciliation,” says Boothe.

At the same time he’ll continue his quest to help young professionals archive the careers and lives of established, elderly, overlooked black artists, so they can “work more and worry less about their legacy.”
An addition to Lehigh’s sacred grove

As part of Lehigh’s Hammerschlag Design Series, Anthony Viscardi, professor of art, architecture and design, worked with visiting professor Richard Kroeker of Dalhousie University in Nova Scotia to design and construct a permanent installation in the grove near Alumni Memorial Building.

The result was Peggie’s Bell, an acoustical shell featuring an adaptation of “timbrel vaulting,” a self-supporting tile arch system introduced in the United States by Spanish architect Rafael Guastavino.

Viscardi and Kroeker dedicated nearly three months of painstaking labor to design and build the shell, named for Kroeker’s mother-in-law, Peggie Sisson, a dance teacher and music lover who died in 2015.

Students participated during their structured class times to create the structure that sits on Lehigh’s sacred grove.

After anchoring rebar to serve as a visual guide, they constructed the thin inside layer of the dome by interlocking square tiles at different angles, holding each in place until the plaster dried and the dome-like structure began to form. A second layer of mortar provided additional strength to the structure, after which horizontal terra-cotta tiles were placed in a herringbone pattern.

The bell came to life last autumn, when a choral group from the Lehigh Valley Charter High School for the Arts performed inside. Viscardi describes that experience as incredibly moving.

“As a professor of architecture, I gain great satisfaction providing these design-build projects for my students.”

—Anthony Viscardi

“As a professor of architecture, I gain great satisfaction providing these design-build projects for my students,” Viscardi said. “They experience, firsthand, the blood, sweat and tears that go into making something meaningful.”
String Theory

This past fall, Lehigh’s Fusion Studio design group of students applied a creative approach to moving past conformist labels. The students hosted a campus-wide, interactive art installation to promote unity through string art on the lawn in front of Lehigh’s University Center.

By identifying shared similarities rather than focusing on differences, the Fusion group project asked students to take their own string to weave in and out of the display.

“It’s exciting to reach outside of our normal design work to influence the Lehigh community,” said Fusion member Hayden Hosto ’18.
STUDENT SUCCESS

JOHN D. SIMON
President

“We pride ourselves on fostering student success. A successful student is an engaged student, and the opportunities for engagement at Lehigh are many and varied.”
The Lehigh University Summer Scholars Institute, now in its third year, is an intensive three-week preparatory experience designed for incoming first-year students who, in addition to their academic potential, show promise in the areas of leadership and community/civic engagement.

Hosted by the Provost’s office and Multicultural Affairs, the program provides an academic and social orientation to life at Lehigh, and promotes personal growth and educational achievement.

During the summer session, students work closely with Lehigh professors on projects and research opportunities that expose them to the rigors and culture of Lehigh University. The Institute also prepares the students for leadership and community engagement, while helping them access university resources.

Even students who performed at the highest levels in high school can struggle with academic demands, time management and study skills, organizers say. In addition, the cohort builds healthy and supportive relationships that can sustain them as they navigate the new university terrain.

“We are nurturing these next-generation scholars who are going to be the next thought leaders,” says Margarida DaGraça, interim director of the Office of Multicultural Affairs. “They are going to change our world.”
EvoLUtion helps launch successful student experiences

For new undergraduate students, their earliest moments on campus are a whirlwind of activities and an avalanche of information. Stefanie Burke of Lehigh’s Office of the First-Year Experience says that’s just the beginning of a much longer and crucial period.

“The initial 10 weeks of that first semester are critical in creating habits,” Burke explained. “We go over a lot in orientation, but we have learned that until students actually experience things, they don’t necessarily absorb it all.”

To help bolster the success of first-year students, the office created the EvoLUtion seminar. Over those first 10 weeks, roughly two thirds of their first semester, students are placed into small groups led by faculty, staff and peer leaders. After an initial ice-breaking ropes course experience, the groups meet several times over the semester. During those meetings, they discuss campus culture, identity formation and goal setting for their time at Lehigh. The students also check in individually with their leaders.

“Sometimes students are struggling socially, so this is a chance to discuss how they’re getting along with their roommates, to see if they are getting involved in activities,” Burke explains. Facilitators will also ask their students how things are going academically and will link them up with resources such as tutoring if they need it.

Associate Director of Residence Life Courtney Stephens underscores the program’s intentionality. “Everything we do is focused on an outcome,” she notes. “When one of the outcomes can be that you have helped a student find a home and environment in which they can learn and succeed? That’s pretty powerful.”

MORE THAN

500
Number of students honored at the 36th annual honors convocation at Lehigh, which recognizes juniors and seniors who have earned a cumulative grade point average of 3.6 or higher, and many also were selected for major academic awards or honor societies.

230
Number of companies that visited Lehigh during the 2015-16 academic year to recruit Lehigh students

96
Percentage of Lehigh students who found career-related opportunities or began graduate school within six months of graduating from Lehigh

60
Number of ROTC cadets from six area colleges and universities enrolled in Lehigh’s program in Spring 2016

634
Number of students served by Office of Disability Support Services
Lehigh After Dark Offers Alcohol-Free Social Options

Lehigh is addressing high-risk drinking by providing social options that do not focus on alcohol through its Lehigh After Dark program. Events are typically held on the weekends, and include trivia nights, open gyms, entertainment and a Diner en Blanc “pop-up gala under the stars.”

Planning and implementation of the program began in 2012, and stemmed from Lehigh’s participation in the National College Health Improvement Project, a collaboration among 34 universities to develop new strategies for reducing high-risk drinking on college campuses.
“So much of what we’re doing depends on partnerships and depends on connections and working together meaningfully and strategically to advance the positive work we want to do alongside the community.”

SARAH STANLICK
Director of Lehigh’s Center for Community Engagement
What does ethical and reciprocal community engagement look like?

Participants in the inaugural Community-Engaged Learning and Research Symposium held at Lehigh tackled that question in a full day of dialogue and discovery. The event, intended to celebrate and showcase local and global examples of exemplary community-engaged research and learning, invited participants to make connections and consider new ideas.

Sarah Stanlick, director of Lehigh’s Center for Community Engagement (CCE) and professor of practice in sociology and anthropology, hosted the day’s events. The CCE, which opened in August 2015, provides assistance to faculty, staff and students involved with service-learning classes or community-based research projects. The center fosters university-community partnerships, promotes knowledge and research for the common good and helps cultivate engaged citizens.

Presentations included initiatives focused on community support for language and learning, ethical community engagement abroad, entrepreneurship and urban planning. Panel discussions included representatives from Lehigh’s Community Fellows program, educational leadership, communications and public affairs, Lehigh’s arts center and the community service office.
Elegant functionality

As visitors to Bethlehem’s Christmas City Village stroll along the south end of Main Street, the steeply sloped wooden huts glow festively and beckon them. Prominently positioned within the historic downtown district are huts designed by a Lehigh assistant professor of architecture. Nik Nikolov found himself fascinated by the challenging task of creating something simple and elegant, festive and functional. His solution was just as intriguing.

The Eastern Pennsylvania chapter of the American Institute of Architects (AIA) recently recognized him with the AIA Award of Excellence, given by an independent jury of architects “for the best built project of 2015 that exhibits excellence in architectural design and promotes urban and environmental sensitivity.”

“It was a perfect sort of storm of problems and parameters,” says Nikolov, who is also a practicing registered architect in Pennsylvania.

With the Award of Excellence, says Nikolov, AIA recognizes that the simplicity of the huts functions on several levels. “It’s transformative on a cityscape in some modest way. But still it does more than, I would argue, what a lot of historical buildings do. It also functions on a kind of theoretical, at least conceptual, level that ties into discussions about prefabrication and economies of scale, but also signifiers, historical precedence and heritage, the kind of shape that is seen. And it ultimately asks the question, ‘Why do we build the way we do?’”
Sharing Knowledge

An Urban Agriculture Working Group of Lehigh’s South Side Initiative (SSI) is enabling residents of South Bethlehem to gain access to convenient, inexpensive plots of land for gardening in an effort to increase access to healthy and affordable fruits and vegetables. The gardens are also encouraging new forms of social interaction and integration, allowing Lehigh community members and local residents to learn more about each other.

The SSI brings together Lehigh University faculty, students and staff with the people of Bethlehem in order to share knowledge, foster democracy, and improve the quality of life in the surrounding city. In addition to related coursework, other initiatives include efforts geared toward local redevelopment, food co-ops and health equity.
JOHN D. SIMON  
President

“The challenges of our world, our time, are complex—food, water, and natural resource scarcities; religious, ethnic, and political conflicts; disease and poverty; energy availability and its impact on our Earth environment—and addressing them—even properly understanding them—requires integration of a broad range of perspectives and disciplines.”
In line with Lehigh’s energy-conscious efforts, six students led an initiative earlier this year to install solar panels next to the Community Garden on campus. The project was part of Lehigh’s Mountaintop initiative and was pioneered by Bill Best, professor of practice in electrical and computer engineering, and Breena Holland, associate professor of political science and a participating faculty member in Lehigh’s Environmental Initiative. Both served as advisors to the students.

The Mountaintop project was based on the idea of sustainable farming at the gardens, with a goal of creating an energy-independent food-growing farm. The 16 solar panels produce a maximum of 255 watts each, creating a maximum ceiling of more than 4,000 watts of energy.

The panels are just one of several sustainability efforts at Lehigh. Last year, the university embarked on a bike sharing program, earned a certification from the Green Restaurant Association for sustainability efforts, offered 77 sustainability-related courses, was given a silver award from the Sustainability Tracking, Assessment and Rating System (STARS), and diverted 54 percent of total waste from landfills through campus-wide recycling efforts.
“At Lehigh, we celebrate our diversity, and we embrace our academic, cultural, economic, and physical differences. We respect one another, we look out for one another, and we help one another succeed. These principles are not just words on paper; they are what we believe in and what we expect of our entire campus community.”
A powerful interactive art installation that began as a capstone project of Lehigh's Global Citizenship program engaged the campus community in critical issues about social issues and the Lehigh culture.

Conceived by a student team that included Sydney Bagley ’16, Brishty Khossein ’16, Amie Diamond ’16 and Sasha Papova ’16, “Without Walls: Enriching Differences at Lehigh” provided an opportunity for all members of the campus community to share both positive and negative campus experiences.

Around bold red letters that spelled out “HATE” were written examples of hurtful and de-meaning language or actions. Days later, those same individuals were invited back to destroy the wall, replacing it with a “Wall of Hope” that displayed positive, aspirational messages.

“A lot of people were shocked at how many people had something to say,” said Khossein.

“Our goal with this project was to create a social change on campus, really just take the steps to get people to talk and have some conversations,” said Bagley.

The Global Citizenship program is a cross-college, multidisciplinary certificate program offering courses and experiences that allow students to examine the theme of citizenship in our global world.
Managing a Diverse Workplace Symposium

Business leaders from companies that included Starbucks, Verizon and Raytheon Company joined educators at Lehigh for a daylong impact symposium that aimed to foster conversations about workplace diversity and to put leaders on a path to better management of tomorrow’s workforce.

“Diversity is a word that has an evolving definition,” said Dean Georgette Chapman Phillips of the College of Business and Economics, which organized the September 2015 symposium. “Everybody, of course, has a different view, but the one thing that we can agree on is that today’s workforce, tomorrow’s workforce is not going to look anything like yesterday’s workforce.”

The symposium, titled “Enhancing Enterprise Value in an Increasingly Diverse Society,” included a presentation by Dr. Stephen K. Klasko, president and CEO of Thomas Jefferson University and Jefferson Health in Philadelphia, Pa., who spoke on reinventing healthcare in America and Jefferson Health’s vision. Also, Amy M. Tingler, regional director of operations in the Northeast Pa. region for the Starbucks Corp., addressed Starbucks’ “Race Together” initiative; and Magda Yrizarry, senior vice president and chief talent and diversity officer for Verizon Communications, addressed why diversity matters.

“We hope that this day of information-sharing and gathering will allow us to figure out how to enhance enterprise value,” said Phillips, “because at the end of the day that’s what we’re all trying to do in the context of the new workforce.”

Panel discussions centered on fostering dialogue and understanding among diverse constituents, as well as workplace challenges and opportunities.

DIVERSITY

350
Lehigh students, staff, faculty and administrators who participated in a student-led march in solidarity with students across the country calling attention to incidents of racism that take place on college campuses

30+
Members of the campus community who serve on the Council for Equity and Community, a group of faculty, staff and students who serve as agents of change for Lehigh’s culture

40+
Social Justice Scholars, a collaborative faculty scholars group that explores the intersection of social equity and research

25
Number of individuals celebrated by Lehigh’s Women’s Center for their efforts to create a supportive culture for women at the university over the 25-year history of the center. The “Women Who Are Changing Lehigh” were recognized at a ceremony attended by more than 150 in the Williams Global Hub.
Rallying for Inclusion

Several hundred members of the Lehigh community gathered at Lehigh in the wake of a divisive presidential election to rally for inclusion on campus and throughout the country. The crowd of students, faculty and staff linked arms and walked through campus. Many held signs with messages promoting community, solidarity and respect.
JOSEPH D. STERRETT
Murray H. Goodman Dean of Athletics

“There’s a risk when you measure yourself only by results on the playing field. We want our student athletes to be prepared not only for the world that they’re going to live in, but a world we expect them to lead. We have to produce leaders who are understanding of differences, can accept criticism, have the ability to adapt, are tolerant yet firmly convicted, and possess skills that are constantly being honed and refined while they’re here at Lehigh.”
Lehigh football players earned the chance to embrace the Patriot League trophy after clinching the championship in early November 2016 at Goodman Stadium. In their eighth straight victory, the Mountain Hawks defeated Bucknell 20-13 in a hard-fought battle and secured a berth in the FCS playoffs, before falling to New Hampshire in their first-round FCS playoff game.

With the win, Lehigh earned its 10th appearance in the FCS playoffs and its 13th playoff appearance overall. The team finished with a 9-3 overall record, defeating Lafayette 45-21 in late November for its ninth straight victory.

Victories went far beyond Lehigh’s football team. The softball team won the Patriot League regular season, and three members of the wrestling team earned All-American status. Lehigh wrestling coach Pat Santoro was named EIWA Coach of the Year for the third time. Star second baseman and business management major Mike Garzillo ’16 was selected as Lehigh’s top scholar-athlete before being drafted by the Miami Marlins.

At Lehigh, success in the classroom isn’t sacrificed for dominance on the playing fields. For the 2015-16 academic year, Lehigh had 272 athletes who were named to the Patriot League Academic Honor Roll (GPA over 3.2), 29 Academic All-Patriot League designations, two Academic All-Americans (men’s soccer’s Jamie Luchini and softball’s Morgan Decker), and a Patriot League Scholar-Athlete of the Year, Lexi Martins of the women’s basketball team.
Caring for Cambodia

Caring for Cambodia (CFC), a non-governmental organization founded by Jamie and William Amelio '79 '08H '18P in 2003, supports more than 6,600 children through innovative educational programs. CFC began a partnership with Lehigh’s College of Education (COE) in 2010 through the Amelio Foundation/AYCO Charitable Foundation. This partnership allows students across the university to engage in ongoing research studies, participate in program evaluations, and conduct fieldwork at CFC schools.

More than 150 Lehigh students have traveled to Cambodia to work on projects at CFC schools. This collaboration provides students with global experiences, while at the same time it supports the growth and development of CFC schools as they continue to set the gold standard for education in Cambodia. As part of the partnership, Sothy Eng was hired as a COE professor of practice in international education and development. Jamie and Bill’s generosity also supports Whitney Szmodis, a Lehigh research scientist whose work involves data collection and program implementation for CFC.

Lehigh’s Legacy of Materials Processing

In recognition of the long and generous support of the Loewy Family Foundation and the significant contributions of Ludwig and Erwin Loewy to the field of materials science and engineering, the Institute for Metal Forming was rededicated as the Loewy Institute in April.

According to Wojciech Misiolek, director of the Loewy Institute and Loewy Chair in Materials Forming and Processing, the Loewy Family Foundation has supported teaching and research at Lehigh since 1993. The foundation’s generosity has benefited countless students and faculty members while enabling them to build networks of collaboration with peers in Europe, South America, Asia, and Australia.

The Loewy Graduate and Postdoctoral Fellowships and the Loewy Visiting Professorship enable as many as half a dozen scholars to conduct research at Lehigh each academic year. The foundation also endows the Loewy Laboratory Equipment Fund and General Fund.

“The renewal of the Loewy family’s support will enable the research institute to continue expanding its research into newer areas such as biomaterials, medical devices, structure materials, and 3D printing,” said Misiolek.

Showcasing Innovation from the Mountain

Lehigh 2016 Mountaintop students held an open house in July and shared their project ideas, challenges, and progress with guests. Alumni, faculty, staff, students, and members of the community visited Bays C2 and C3 to learn more about these innovative ideas. Carole and Arthur Anderman ’56 (at right) spoke with the Aging and Technology project group about developing technologies for an age-friendly community that take into consideration social and medical factors. The Andermans, who support the Mountaintop initiative, traveled from Connecticut to attend the event. Stacy and John Bolduc ’86 also value the transformative power of student-driven research. They also contributed a generous leadership gift to move this intensive real-world learning incubator forward.
Meeting the Information Technology Explosion

Fellowships enable graduate students to work alongside faculty, mentor undergraduates, and contribute their talents to advancing an intellectual goal. Sharon and James Maida ’85 ’17P ’19P created an endowed Data X graduate fellowship to support graduate students researching computer science and data analytics with a variety of multi-discipline fields. Lehigh’s Data X Initiative is providing the opportunity for students to be at the forefront of this technology, regardless of major, and to become skilled professionals in these areas.

Unlocking Mysteries

The W.M. Keck Foundation funds innovative high-risk science and engineering research with the potential for transformative impact. Martin Harmer, Alcoa Foundation Professor of Materials Science and Engineering and Senior Faculty Advisor for Engineering Research Initiatives, received Lehigh’s first Keck research grant for $1 million. Harmer and his team are studying the mechanisms that govern newly-discovered anti-thermal characteristics in materials. The project could revolutionize scientists’ basic understanding of thermal processes and inform the development of new materials that withstand higher temperatures.

THE PERMANENCE OF ENDOWED SCHOLARSHIPS

Benefactors who create endowed scholarships are ensuring that talented students who have financial obstacles have the opportunity to obtain an outstanding Lehigh education. Through gifts, commitments, or estate planning, we thank the following alumni and friends who have recently made leadership gifts to an existing scholarship fund or have created a new one.

The late Elmer C. Easton ’31 ’33G ’65H  
Patricia and Armand Fernandes, Jr. ’61 ’87P ’89P ’95P ’98P  
Julie and Jordan Hitch ’88 ’20P

Geraldine and Norman J. Merksamer ’52 ’84P  
Gretchen Miller ’90P  
Monaghan Foundation

INVESTING IN LEHIGH’S FUTURE

With great respect, understanding, and appreciation for both the students and the mission of the Baker Institute for Entrepreneurship, Creativity and Innovation, Jeff Vosburgh ’70 recently provided additional generous support for students participating in the LaunchBayC program. A signature immersion experience for entrepreneurial-minded students, the program gives participants the opportunity to develop their ideas into products or companies that can make a difference.

Lehigh wrestling legend Michael Caruso ’67 made a gift to benefit the wrestling program in honor of his 50th Reunion. As an undergraduate, Caruso was a three-time NCAA wrestling champion and was inducted into the National Wrestling Hall of Fame in 1991.

Thanks to the support of The Kern Family Foundation, the university was awarded an institutional grant to implement entrepreneurial-minded learning (EML) in curriculum and student activities. The funding supports a team of faculty and students who are developing EML “active learning” modules for existing Lehigh undergraduate engineering courses. Lehigh intends to offer modules during all four years of engineering study that complement traditional core and elective courses.

Linda Huber ’80 provided leadership support to launch Lehigh’s Summer Business Institute program partnering with the nationally recognized LEADership, Education, and Development program. Rising high school seniors throughout the country from diverse backgrounds spent three weeks at Lehigh engaged in classroom teaching and leadership and teamwork exercises to inspire them to study business in college. Huber, executive vice president and CFO of Moody’s Corporation, also hosted a field trip for the students to visit the corporation in New York City and meet with her and other employees who were Lehigh alumni.

Katherine L. Chen ’80G established the John C. Chen Endowed Fellowship in Chemical Engineering in honor of her late husband, John C. Chen. John was a beloved chemical engineering faculty member, department chair, college dean, and researcher during his more than 40 years at Lehigh. The endowment will help Ph.D. candidates in the fields of mass transfer, heat transfer, or fluid mechanics reach their educational goals.

Deborah and Alfred Barcan ’53 donated more than 1,000 rare books to Lehigh University to be used to benefit scholars and as a teaching tool. The collection is mostly from the Victorian era and heavily influenced by the golden age of British book illustration. Many are pristine, first-edition volumes from authors including Jules Verne, Mark Twain, and A.A. Milne.

Unrestricted gifts to Lehigh University are used where they are needed most and for unexpected opportunities. Vince R. Volpe, Jr. ’80 ’81 provided an unrestricted leadership gift to the Lehigh Fund to help enhance the student experience through academic, athletic, and student-life programs.
FINANCIAL REPORT

Included in the following pages are highlights of the 2015-2016 fiscal year financial results, as well as key excerpts from the University’s financial statements. As the fiscal year closed, the University began to lay the financial groundwork to support President Simon’s strategic vision. For example, in October of 2016, the University was able to take advantage of the favorable interest rate environment by issuing its 2016 bonds. The 2016 bond issue was comprised of $150 million in fixed rate debt and will provide significant financial resources to support strategic infrastructure investments for the next several years. In addition, the University issued its 2016A and 2016B series of debt to legally defease certain debt obligations, thus securing significant refunding savings. Despite the issuance of the additional debt, the University continued to maintain its strong Aa2/AA- bond ratings from Moody’s and Standard & Poor’s.

Statement of Financial Position

Assets
The largest categories within the University’s $2.1 billion asset balance are investments and capital assets. The University’s endowment fund comprises the majority of the University’s investment balance (see “Endowment Review”) and experiences growth based on donor support and investment return net of operating distributions.

Liabilities
The Bonds, Loans, and Notes Payable balance of $240 million comprises the largest liability balance on the consolidated financial statements. The University’s debt balance includes a diversified mix of fixed and variable rate, and taxable and tax-exempt obligations. In support of the tax-exempt debt portfolio, the University has entered into interest rate exchange agreements that effectively minimize the variable rate exposure and/or reduce the University’s effective interest rate. In Fiscal Year 2016, the debt liability associated with the Commercial Paper program, was reduced by $35 million.

Net Assets
The University’s Net Assets balance of $1.7 billion is classified as permanently restricted, temporarily restricted or unrestricted net assets. Permanently restricted net assets are primarily endowment assets whose use is limited by donor-imposed stipulations that neither expire with the passage of time nor can be removed by the University. In most cases, the donors of those assets permit the University to use all or a part of the investment income on those assets for general or specific purposes. The use of temporarily restricted net assets is limited by donor-imposed stipulations that either expire by passage of time or can be fulfilled or removed by actions of the University. A significant portion of temporarily restricted net assets is composed of accumulated gains on permanently restricted endowment funds. Unrestricted net assets are free from donor-imposed restrictions, but have largely been designated for specific purposes by action of the Board of Trustees or University management.

Statement of Activities

Operating Revenues
Net Tuition Revenue and Investment Return comprise the two largest sources of unrestricted operating revenue, representing 48.5% and 21.5% of the total in Fiscal Year 2016. Tuition and fees revenue is reported net of related scholarships. The undergraduate tuition and mandatory fees increase for the academic year was again held to near 3% in order to fulfill the University’s commitment to accessibility in higher education. Total financial aid expenditures supporting graduate and undergraduate tuition grew 5.0% to $86.6 million. The University also provides financial aid to offset student living expenses, reported as a deduction from auxiliary enterprises revenues in the consolidated financial statements. Need based financial aid was provided to over 38% of undergraduate students with an average financial aid package of $30,778.

Operating Investment Return includes $65.5 million of distributed earnings from the University endowment fund. The University’s policy for the distribution of endowment earnings is based on a three year moving average market value that includes a ceiling and floor to insulate program spending from market fluctuations.

While the University did experience a decline in sponsored research funding, new awards are a leading indicator of growth in research grant activity and Lehigh saw an increase in new awards of nearly 50%.
Operating Expense
The University continues to manage its expenses responsibly, aligning institutional resources from all sources to support its mission of education, research and public service. Total operating expenses increased just 1.7% from the prior fiscal year and fiscal year 2016 was the University’s 46th consecutive year of positive net operating income. Almost one-half of operating expense falls within the functional expense categories of Instruction and Academic Support, directly supporting the student academic experience. Classifying expenses on a natural, rather than functional, basis reveals that salaries and benefits comprise over one-half of the University’s annual operating expense. Resource planning continues to focus on reallocation opportunities and collaborative efforts for the long term.

Non-operating Activity
Non-operating activity includes transactions of a long-term investment nature or that indirectly relate to core activities. Examples include contributions restricted for campus improvements, contributions restricted because of donor-imposed stipulations, income and expense resulting from certain fair-value adjustments, and investment returns net of distributed earnings.

FISCAL YEAR 2015-2016
OPERATING REVENUE SOURCES
($ in thousands)

- TUITION & AUXILIARIES $ 229,136 60%
- GRANTS & CONTRACTS 35,718 9%
- CONTRIBUTIONS 15,090 4%
- INVESTMENT RETURN 82,527 22%
- INDEPENDENT OPERATIONS 11,123 3%
- OTHER SOURCES 9,543 2%

$ 383,137 100%

FISCAL YEAR 2015-2016
OPERATING EXPENSE BY FUNCTIONAL CATEGORY
($ in thousands)

- INSTRUCTION $ 144,281 38%
- RESEARCH 39,285 10%
- PUBLIC SERVICE 3,258 1%
- ACADEMIC SUPPORT 32,460 9%
- STUDENT SERVICES 36,216 10%
- INSTITUTIONAL SUPPORT 69,522 19%
- AUXILIARY ENTERPRISES 37,757 10%
- INDEPENDENT OPERATIONS 11,240 3%

$ 374,019 100%
As of May 31, 2016, the Endowment has a new Chief Investment Officer, Kristin Agatone, who was appointed to the position after a nationwide search following the retirement of Peter Gilbert, Lehigh’s first CIO, last year. Kristin brings a wealth of institutional investment experience to the position, having previously served as a managing director for NY-based Summit Rock Advisors, as well as holding prior positions with Harvard Management Company, TPG Capital private equity, and Goldman Sachs investment banking. Under Kristin’s leadership, Lehigh’s Investment Office will relocate to New York City, which puts Lehigh in an advantageous position for pursuing the widest possible array of investment opportunities for the Endowment.

The Endowment Fund ended the fiscal year with a value of $1.16 billion, after returning -2.7% for the year. The twelve months ended June 30, 2016 were challenging from an investment standpoint. Markets were volatile during the year and, outside of bonds and US large cap stocks, generally went down. Global equities finished the year down -2.8%; US equities were up +4.0% while stocks in Europe, Asia and Emerging Markets lost -11.2%, -8.2% and -12.1%, respectively. Hedge funds fared relatively poorly, down -3.3%, private equity was modestly up +3.2%, and real estate was a relative bright spot, returning +10.6%. All in all, a tough year for a globally diversified investment portfolio.

Lehigh’s Endowment underperformed its benchmark by -1.1% for the year, though it remains ahead of benchmark for the past three years (by +0.4% annually) and five years (by +0.5% annually). While it is disappointing that we underperformed for the year, it is encouraging that in the quarter ended September 30, 2016 the portfolio largely closed last year’s gap with the benchmark, generating a total return of +4.5% which outperformed the benchmark by +1.0%. This serves as a useful reminder that markets tend to be noisy in the short term, and that we are best served by keeping a long-term focus and avoiding overreaction to short-term volatility.

At fiscal year end, the portfolio was positioned relatively closely in line with its policy targets. The portfolio maintains a small overweight to equities and an underweight to Treasuries.

The Endowment maintains a diversified liquidity profile. As shown in the Liquidity Profile chart, approximately 61% of the portfolio may be liquidated within one calendar quarter or less, and 71% may be liquidated within one year or less. Under a stress scenario, we estimate that about 29% of the portfolio could be liquidated within three months, which would be able to cover about three and a half years of spending needs for the University under current spending levels.

ENDOWMENT REVIEW

ENDOWMENT VALUE

1Global Equities—MSCI World Index; US Equities—S&P 500 Index; Europe Equities—MSCI Europe; Asia Equities—MSCI Pacific; Emerging Markets Equities—MSCI Emerging Markets; Hedge Funds—HFRI Fund of Funds; Conservative Index; Private Equity—Cambridge US Private Equity Index; Real Estate—NCREIF Property Index
ENDOWMENT ASSET ALLOCATION REVIEW

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Policy Target</th>
<th>% of Portfolio as of June 30, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developed Market Equity</td>
<td>29%</td>
<td>32%</td>
</tr>
<tr>
<td>Long/Short Equity</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Emerging Market Equity</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Absolute Return</td>
<td>15%</td>
<td>16%</td>
</tr>
<tr>
<td>Private Equity</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>Opportunistic Credit</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>U.S. Treasuries</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Natural Resources</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Cash</td>
<td>2%</td>
<td>3%</td>
</tr>
</tbody>
</table>

ENDOWMENT LIQUIDITY PROFILE (As of June 30, 2016)

<table>
<thead>
<tr>
<th>Liquidity</th>
<th>% of Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Month or Less</td>
<td>41%</td>
</tr>
<tr>
<td>1 Quarter or Less</td>
<td>61%</td>
</tr>
<tr>
<td>1 Year or Less</td>
<td>71%</td>
</tr>
<tr>
<td>2 Years or Less</td>
<td>74%</td>
</tr>
<tr>
<td>Over 2 Years</td>
<td>26%</td>
</tr>
</tbody>
</table>
LEHIGH UNIVERSITY
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
JUNE 30, 2016
(with comparative financial information for year ended June 30, 2015) ($ in thousands)

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$24,930</td>
<td>28,626</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>12,946</td>
<td>15,961</td>
</tr>
<tr>
<td>Inventories</td>
<td>1,590</td>
<td>1,752</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>5,584</td>
<td>4,438</td>
</tr>
<tr>
<td>Contributions receivable, net</td>
<td>37,030</td>
<td>56,688</td>
</tr>
<tr>
<td>Notes receivable, net</td>
<td>12,767</td>
<td>13,140</td>
</tr>
<tr>
<td>Investments</td>
<td>1,554,579</td>
<td>1,662,156</td>
</tr>
<tr>
<td>Funds held in trust by others</td>
<td>4,332</td>
<td>4,615</td>
</tr>
<tr>
<td>Land, buildings, and equipment, net</td>
<td>401,190</td>
<td>391,763</td>
</tr>
<tr>
<td>Total assets</td>
<td>$2,054,948</td>
<td>2,179,139</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$37,888</td>
<td>42,399</td>
</tr>
<tr>
<td>Deferred revenues</td>
<td>23,837</td>
<td>22,550</td>
</tr>
<tr>
<td>Annuity payment liability</td>
<td>19,443</td>
<td>18,786</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>55,982</td>
<td>47,838</td>
</tr>
<tr>
<td>Deposits held for others</td>
<td>1,385</td>
<td>1,348</td>
</tr>
<tr>
<td>Refundable federal student loan funds</td>
<td>2,194</td>
<td>2,289</td>
</tr>
<tr>
<td>Bonds, loans, and notes payable</td>
<td>240,025</td>
<td>280,887</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>380,754</td>
<td>416,097</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>839,051</td>
<td>881,797</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>309,160</td>
<td>374,325</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>525,983</td>
<td>506,920</td>
</tr>
<tr>
<td>Total net assets</td>
<td>1,674,194</td>
<td>1,763,042</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$2,054,948</td>
<td>2,179,139</td>
</tr>
</tbody>
</table>
## LEHIGH UNIVERSITY
### CONSOLIDATED STATEMENT OF ACTIVITIES
#### YEAR-ENDED JUNE 30, 2016

*(with summarized comparative financial information for year ended June 30, 2015) ($ in thousands)*

### SUPPORT AND REVENUES

<table>
<thead>
<tr>
<th>Source</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees, net</td>
<td>$185,644</td>
<td>$185,644</td>
</tr>
<tr>
<td>Federal grants and contracts</td>
<td>23,597</td>
<td>23,597</td>
</tr>
<tr>
<td>State and local grants and contracts</td>
<td>6,314</td>
<td>6,314</td>
</tr>
<tr>
<td>Private grants and contracts</td>
<td>5,807</td>
<td>5,807</td>
</tr>
<tr>
<td>Contributions</td>
<td>15,090</td>
<td>15,090</td>
</tr>
<tr>
<td>Investment return</td>
<td>82,527</td>
<td>82,527</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>43,492</td>
<td>43,492</td>
</tr>
<tr>
<td>Independent operations</td>
<td>11,123</td>
<td>11,123</td>
</tr>
<tr>
<td>Other sources</td>
<td>9,543</td>
<td>9,543</td>
</tr>
<tr>
<td>Gifts and trusts released from restrictions</td>
<td>3,164 (3,164)</td>
<td>— —</td>
</tr>
<tr>
<td><strong>Total support and revenues</strong></td>
<td>386,301 (3,164)</td>
<td>383,137 372,850</td>
</tr>
</tbody>
</table>

### EXPENSES

<table>
<thead>
<tr>
<th>Category</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>144,281</td>
<td>144,281</td>
</tr>
<tr>
<td>Research</td>
<td>39,285</td>
<td>39,285</td>
</tr>
<tr>
<td>Public service</td>
<td>3,258</td>
<td>3,258</td>
</tr>
<tr>
<td>Academic support</td>
<td>32,460</td>
<td>32,460</td>
</tr>
<tr>
<td>Student services</td>
<td>36,216</td>
<td>36,216</td>
</tr>
<tr>
<td>Institutional support</td>
<td>69,522</td>
<td>69,522</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>37,757</td>
<td>37,757</td>
</tr>
<tr>
<td>Independent operations</td>
<td>11,123</td>
<td>11,123</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>374,019</td>
<td>374,019</td>
</tr>
<tr>
<td>Operating income (loss)</td>
<td>12,282</td>
<td>9,118</td>
</tr>
</tbody>
</table>

### NONOPERATING ACTIVITY

<table>
<thead>
<tr>
<th>Activity</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment return:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University</td>
<td>(68,149)</td>
<td>(48,245)</td>
</tr>
<tr>
<td>Independent operations</td>
<td>387</td>
<td>—</td>
</tr>
<tr>
<td>Gifts and trusts</td>
<td>3,244</td>
<td>3,107</td>
</tr>
<tr>
<td>Gifts and trusts released from restrictions and changes in donor intent</td>
<td>16,899</td>
<td>(17,101)</td>
</tr>
<tr>
<td>Change in fair value of interest rate swaps</td>
<td>(3,189)</td>
<td>—</td>
</tr>
<tr>
<td>Post-retirement plan changes other than net periodic benefit costs:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University</td>
<td>(2,559)</td>
<td>(2,559)</td>
</tr>
<tr>
<td>Independent operations</td>
<td>(63)</td>
<td>(63)</td>
</tr>
<tr>
<td>Other</td>
<td>(1,598)</td>
<td>238</td>
</tr>
<tr>
<td>Nonoperating income (loss)</td>
<td>(55,028)</td>
<td>(62,001)</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>(42,746)</td>
<td>(65,165)</td>
</tr>
</tbody>
</table>

### NET ASSETS, BEGINNING OF YEAR

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees, net</td>
<td>881,797</td>
</tr>
<tr>
<td>Federal grants and contracts</td>
<td>374,325</td>
</tr>
<tr>
<td>State and local grants and contracts</td>
<td>506,920</td>
</tr>
<tr>
<td>Private grants and contracts</td>
<td>1,763,042</td>
</tr>
<tr>
<td>Contributions</td>
<td>309,160</td>
</tr>
<tr>
<td>Investment return</td>
<td>1,674,194</td>
</tr>
</tbody>
</table>

### NET ASSETS, END OF YEAR

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees, net</td>
<td>$839,051</td>
</tr>
<tr>
<td>Federal grants and contracts</td>
<td>525,983</td>
</tr>
<tr>
<td>State and local grants and contracts</td>
<td>1,763,042</td>
</tr>
<tr>
<td>Private grants and contracts</td>
<td>1,763,042</td>
</tr>
</tbody>
</table>
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Interim University Registrar

LLOYD H. STEFFEN
University Chaplain
LEHIGH AT A GLANCE

5,080
Undergraduate students (56% men, 44% women)

9:1
Student-faculty ratio

20+
Interdisciplinary programs spanning multiple college

$59,200
Average starting salary of 2015 graduates

4 colleges
The College of Arts and Sciences, College of Business and Economics, the P.C. Rossin College of Engineering and Applied Science, and the College of Education

4.36%
Increase in applicants

43%
of the class of 2016 had an international experience while at Lehigh, and 20% of those students went abroad more than once

96%
of the class of 2015 achieved career-related employment, entered graduate school, or landed other opportunities within their plan

25th
Lehigh’s rank among the nation’s “most innovative schools,” a category that measures the most innovative improvements in terms of curriculum, faculty, students, campus life, technology, or facilities

1,979
Graduate students (54% men, 46% women)

$47,920
Tuition for 2016-17 academic year

2,300+
Undergraduate courses offered, many of which easily transfer among Lehigh’s four colleges

28
Average class size, with 78 percent of classes having 35 or fewer students

1,264 (1,234 full-time)
Number of staff

2,250 acres
The Asa Packer Campus, Mountaintop Campus and Murray H. Goodman Campus are contiguous. In 2012, the university received a Stabler Foundation gift of 755 acres in nearby Upper Saucon Township.

Athletics program
25 Division I intercollegiate sports for men and women, 40 intramural and club sports

League Affiliation
Lehigh is a founding member of the Patriot League, which includes American, Army, Bucknell, Colgate, Holy Cross, Lafayette, Lehigh and Navy as all-sports members. In 2012, Boston University and Loyola University in Baltimore announced that they were joining the Patriot League as full members for the 2013-14 academic year. Associate members include MIT, Georgetown, Fordham and Richmond University.

More than $78 million
Total of undergraduate financial aid offered in grants and scholarships

1,979
Number of faculty ($40 of the faculty are full-time)

64%
Percentage of faculty tenured

45+
Types of degrees conferred: Bachelor of Science, Bachelor of Arts, Master’s and Doctorate degrees

99%
Percentage of tenure-track faculty who hold a doctorate degree or the highest degree in their field

43%
of the class of 2016 had an international experience while at Lehigh, and 20% of those students went abroad more than once

4.36%
Increase in applicants

96%
of the class of 2015 achieved career-related employment, entered graduate school, or landed other opportunities within their plan

25th
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“One of 50 Schools That Launch Careers by Going Beyond the Classroom.” —The Princeton Review
"In effect, our job is to prepare students for a future we never thought of."
—Provost Pat Farrell