In this report, we review major accomplishments from the past year, with a focus on the plan to create the university of the future through our evolving campus, the transformative Lehigh student experience, and research that addresses some of society’s greatest challenges.
2018 marked an exciting period of growth and momentum for Lehigh.

As a university community, we broke ground both figuratively and literally, with transformative ideas, experiences, and partnerships, as well as with key renovations and new construction that will support an even more collaborative environment for research, scholarship, and student life.

In October, we launched GO: The Campaign for Lehigh, the most ambitious fundraising and engagement effort in the history of our university. This $1 billion-plus comprehensive campaign will allow the bold plans outlined in the Path to Prominence to come to fruition—plans that embrace Lehigh’s great strengths and tremendous potential while moving it toward greater impact on the world.

Positive change is already in evidence across our campus, our country, and our world. A $31 million renovation to Chandler-Ullmann Hall is underway, and SouthSide Commons, a dynamic new living and learning community, has taken shape and will welcome students at the start of the 2019-2020 academic year. Several departments have moved into the newly renovated Mountaintop Building C. We also just held the groundbreaking ceremony for the Bridge West residential complex that will bring new vitality and social interaction to the very core of campus. We are proceeding with plans for the Health, Science and Technology (HST) building, which will provide crucially important lab space for our faculty and serve as home to our new College of Health—another exciting initiative on which we have been making significant progress. The planned renovation and expansion of Lehigh’s University Center, to be known as the Clayton University Center at Packer Hall, will reshape it into a vibrant center of campus life. The Startup Academy, a new collaboration between the Lehigh@NasdaqCenter and the College of Business and Economics, invited students to earn credits and gain practical experience at West Coast startups. Partnerships with the Innova Schools in Peru and with Tongji University in Shanghai, China, further expanded our global footprint.

Throughout its history, Lehigh has adapted to serve the needs of society while maintaining its core mission and values. We must continue to evolve as we lead—and produce leaders—in a rapidly changing world. The world needs the next generation of Lehigh people—tenacious, resilient, and hard-working women and men skilled in critical thinking and problem solving.

In this report, you will read about the transformative experience that enables Lehigh students to thrive while they are here, and prepares them for success beyond Lehigh. You’ll learn about the exciting evolution of our campus, which includes renovations of iconic campus facilities as well as the addition of innovative new spaces that will make Lehigh an even more dynamic and impactful university. You’ll see how the outstanding research of our faculty and students seeks to answer important questions and address some of the world’s most significant challenges.

We have begun building the Lehigh of the future. Read on to learn more about the exceptional people and initiatives that are paving the way.
Timeline of Progress on Lehigh’s Path to Prominence

SINCE THE UNIVERSITY ANNOUNCED its bold Path to Prominence plan in 2015, Lehigh has been building on a proud legacy of success. The plan outlines a path forward for expanding Lehigh’s student body and faculty, upgrading facilities, building new residential communities and academic buildings, and launching a new college focused on health.

**FUTURE WEST COAST OFFICE OPENED**
Lehigh opens its first-ever Western Regional Office in San Mateo, California, in an effort to extend educational opportunities for students and faculty, build research partnerships, and further engage with alumni and prospective students.

**PATH TO PROMINENCE PLAN APPROVED**
The Board of Trustees formally approves President John Simon’s ambitious Path to Prominence plan.

**LEHIGH JOINS ATI**
Lehigh joins with 29 other leading colleges and universities in support of the American Talent Initiative, which aims to increase the number of talented, lower- and moderate-income students attending institutions with the highest graduation rates in the nation.

**COLLEGE OF HEALTH PLANS BEGIN**
A faculty committee, charged with generating ideas for Lehigh’s College of Health, identifies six proposed themes to build a college poised to tackle the challenges of modern-day health care: biomedicine and biotechnology, environmental health, resilient communities, mind-body connections, science of health-care delivery, and healthy at home.

**DIRECTOR OF STUDENT ACCESS AND SUCCESS NAMED**
George White is named Lehigh’s first managing director for Student Access and Success. The new position was created to champion Lehigh’s efforts to expand access to the university for first-generation and lower-income students.

**PLANS APPROVED**
Lehigh approves the design phase for two projects on the Asa Packer Campus—renovation of the iconic University Center and construction of a new Bridge West Residence Hall.

**ASHOKA PARTNERSHIP ANNOUNCED**
The partnership between Lehigh and Ashoka, India’s premier multidisciplinary liberal arts university, lays the groundwork for the two institutions to establish programming.

**SEARCH FOR FIRST DEAN OF NEW HEALTH COLLEGE BEGINS**
The university launched the search for the founding dean of the university’s fifth college.

**LEHIGH FORMS THREE INTERDISCIPLINARY RESEARCH INSTITUTES**
The university announces a commitment of more than $150 million toward interdisciplinary research and education, with investments focused on faculty and student talent, collaborative new research and academic programs, and expansion of facilities.

**LEHIGH HOSTS GROUNDBREAKING FOR BRIDGE WEST RESIDENCE HALL**
The student housing complex will provide 720 new beds for undergraduates.

**LEHIGH ANNOUNCES INTERNATIONAL PARTNERSHIPS**
The university joined in partnerships with the Instituto Schools in Peru and Tongji University in Shanghai. The university is also moving forward on several initiatives that will strengthen ties with an increasing alumni base in China.

**GO: THE CAMPAIGN FOR LEHIGH LAUNCHES**
The largest fundraising and engagement campaign in university history kicked off with three events.

**HEALTH, SCIENCE AND TECHNOLOGY BUILDING MOVES FORWARD**
The Board of Trustees approves the design phase of the new facility, which will serve as the home for Lehigh’s College of Health and provide expansive, state-of-the-art lab space.

**SOUTHSIDE COMMONS CONSTRUCTION BEGINS**
The new five-story student living complex will provide housing for more than 420 upperclassmen.

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The new venture creates opportunities for Lehigh faculty and students in and around Silicon Valley. It was launched in partnership with Nasdaq Entrepreneurial Center.

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GO: The Campaign for Lehigh

The most ambitious fundraising and engagement effort in the university’s history was launched in October.

Lehigh University kicked off the public phase of the most ambitious campaign in its history in late October with three celebrations on and off campus and the announcement of a $20 million gift from Lehigh Board of Trustees Chair Kevin L. Clayton ‘84, ’13P and Lisa A. Clayton ’13P to restore and revitalize the University Center.

At the on-campus celebration, Lehigh President John D. Simon ’19P unveiled GO: The Campaign for Lehigh to provide the resources Lehigh needs to grow into a more impactful and powerful university.

As of Dec. 31, 2018, $558 million has been raised toward the $1 billion-plus goal.

GO: The Campaign for Lehigh is a historic, comprehensive undertaking that encompasses hundreds of initiatives to support Lehigh’s four colleges, athletics, international programs, West Coast initiatives, and more. University-wide priorities coalesce around three key areas: student access and opportunity, high-impact learning experiences, and research and distinction.

Specifically, the campaign will raise money for scholarships, financial aid, student success programs, and facilities to ensure that talented students have access to the Lehigh experience and a vibrant environment in which they can thrive.

In addition, the campaign will fuel Lehigh’s community of researchers and thought-leaders, who are pursuing groundbreaking discoveries and driving progress. Top initiatives around research include the establishment of Interdisciplinary Research Institutes and the construction of a modern research facility, the Health, Science and Technology building.

“This is a truly comprehensive campaign—one that will advance every aspect of our university,” Simon said. “We already stand proudly as one of the finest universities in the country, and our success in this campaign will only propel us forward into an even brighter future.”

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The campaign builds on Lehigh’s commitment to creating a diverse, vibrant community of the most talented students, regardless of their financial capacity,” said James R. Maida ’85, ’17P, ’19P, campaign co-chair.

“Lehigh has always been a place for hands-on and distinctive student learning experiences and impactful research,” added Maria L. Chrin ’87, ’10P, campaign co-chair. “With the focused, strategic investments encompassed by the campaign, Lehigh can continue to cultivate our learning and research environment, powering the ideas that promise to change our world for the better.”

GO: The Campaign for Lehigh was launched to the Lehigh community in late October during three signature events held (1) on campus, (2) in New York at the Intrepid Sea, Air & Space Museum, and (3) in San Francisco’s Legion of Honor. At each event, President John D. Simon ’19P (center), Kevin L. Clayton ’84, ’13P (far left), chair, Lehigh University Board of Trustees, and special guests spoke about the impact that a Lehigh University experience can make. The speakers were (from left) Vassie Ware ’19P, co-director of the HHMI program and professor of biological sciences; Nadine Elsayed ’16, marketing communications specialist, Adobe; and Daniel Amankwata ‘19, who is in the Integrated Business and Engineering Honors Program.

Campaign Priorities

ACCESS & OPPORTUNITY
- Financial Aid and Scholarships
- The Lehigh Fund
- Programs for Student Access and Success
- The University Center and Bridge West

EXPERIENCE & IMPACT
- The College of Health

RESEARCH & DISTINCTION
- Interdisciplinary Research Institutes
- The Health, Science and Technology Building
A Transformative Student Experience

LEHIGH’S RIGOROUS ACADEMIC COURSEWORK AND ENGAGED, accomplished faculty challenge students to learn and grow, but Lehigh’s transformative student experience extends far beyond classroom and campus. Our students push boundaries and engage in meaningful activities in South Bethlehem and around the world. Nearly half of Lehigh undergraduate students encounter different cultures and perspectives through the university’s more than 70 international partnerships. Hands-on, self-designed learning experiences through the Iacocca Internship Program, and valuable opportunities from New York City to Silicon Valley, invite intellectual risk-taking and expand students’ understanding of what is possible. At home and abroad, Lehigh students benefit from a strong support system, and programs to expand access are increasing Lehigh’s capacity to offer this exceptional experience to more students with more varied backgrounds and life experiences than ever before.

The Lehigh in Costa Rica Program has a proud study abroad legacy of more than 20 years. This time collaboration developed between Lehigh’s faculty and a variety of Costa Rican NGOs (non-governmental organizations) has allowed us to expand our programs to include two additional initiatives, a seven-week summer internship program in tropical forest conservation and sustainable development, and a summer environmentally oriented “summer serve” project.
Startup Academy Graduates First Class

Twelve Lehigh students immersed in Silicon Valley honed their entrepreneurial skill sets and mindsets as part of Startup Academy, a new collaboration between the Lehigh@NasdaqCenter and the College of Business and Economics.

Startup Academy celebrated its first graduating class at a summer ceremony at the Nasdaq Entrepreneurial Center in San Francisco. For 10 weeks over the summer, the students gained practical experience by interning with one of several early to mid-stage startups in the San Francisco Bay area. Three were part of the Nasdaq Entrepreneurial Center’s Milestone Markers Program and three were initiated by alumni and Lehigh parents. The start-ups included:

- **Krome Photos**, which allows for photos to be edited at any time and place
- **Wexus Technologies**, which helps farms save money, energy, and water through its technology Topia, which enables services to manage global talent
- **StudyBlue**, which built a learning app that creates digital flashcards and quizzes
- **Buzzboard**, which leverages data science to help marketers and sellers at small and medium businesses understand when customers want to engage
- **Homebase**, which makes employee scheduling, timesheets, time clocks, and hiring easier with software

The students also enhanced their learning at the Lehigh@NasdaqCenter, where they took a course taught by Silicon Valley tech executive Tom Gilks ’10P, ’17P, ’19P and Lehigh Professor of Practice in Management Joshua Elting. Mentors provided additional guidance and coaching.

“The students pushed themselves beyond their comfort zones and thrived in this vibrant, unique innovation ecosystem, as they experienced the messy, exciting realities of a startup,” said Lehigh President John D. Simon at the ceremony. “They are graduating today with a deeper understanding of their own goals as they plan for meaningful professional lives.”

Startup Academy bridged the academic and the professional, with Lehigh students being exposed to startups’ inner workings. The students worked in pairs alongside the company founders on specific projects, including market research, data analysis, and global market expansion strategies, said Samantha Dewalt, managing director of the Lehigh@NasdaqCenter. Some of the students continued to work with their startups during the Fall 2018 semester.

Georgette Phillips, the Kevin L. ’84, ’13P and Lisa A. Clayton ’13P Dean of the College of Business and Economics, said, “The goal of this program was to create a pathway for our business students to expand their horizons to the West Coast startup environment. We are thrilled with the life-changing experience and career opportunities afforded by the Startup Academy.”

The Lehigh@NasdaqCenter, a partnership between the Nasdaq Entrepreneurial Center and Lehigh University, launched in January 2017 with the mission of educating, connecting, and inspiring the next generation of entrepreneurs and innovators through cutting-edge academic programming. The Global Entrepreneurship Internship program and Lehigh@SiliconValley immersion program, flagship programs of the university’s Baker Institute for Entrepreneurship, Creativity & Innovation, are other examples of Lehigh’s growing initiatives on the West Coast.
Iacocca Internships Provide Unique International Learning Opportunities

Evan Chansky ’20 always had plans to study abroad before he graduated. However, a switch in major during his sophomore year made participating in a traditional, full-semester-abroad experience more challenging to fit in his schedule. Through Lehigh’s Iacocca International Internship Program, Chansky got the abroad experience he had been seeking. For eight weeks, he was given the opportunity to work for an international terminal port operational company while exploring the culture of Hong Kong, all at the same time.

The Iacocca International Internship Program provides roughly 100 fully funded internships in an international terminal port operational company while exploring the culture of Hong Kong, all at the same time.

As an IT intern, Chansky, who is pursuing a dual degree in electrical engineering and engineering physics, was able to work on a product digitalization and innovation team for Hutchison Ports. He assisted with long-term projects and presentations and upgrading operations within the company. He also helped create a new, more user-focused process that made it easier to input languages on a mobile app he upgraded.

“I now think I can go to any place in the world and figure it out after this summer, and that’s an experience I will value for the rest of my life, definitely,” he says. “It was an incredible cultural experience all around.”

THE NEW MENTOR COLLECTIVE at Lehigh is supporting students in transition to the academically rigorous, residential university experience by pairing them with trained upperclassmen who can help guide them, provide support, link them to resources, and offer advice. Students also will be able to use discussion guides and participate in goal-setting activities, available online, to foster meaningful conversations with their counterparts.

“We are designing an approach that provides a holistic view of student success by harnessing both the power of technology and the power of human connection,” said George White, a longtime professor of educational leadership and the first managing director for The Center for Student Access and Success at Lehigh.

The program is a part of a broader goal to expand access to the university for groups that have been historically underrepresented. These efforts have been led by Donald Outing, Lehigh’s inaugural vice president for equity and community, since he came to Lehigh early in 2017.

Employed at more than 50 institutions across the country, the Mentor Collective program works by matching students with a mentor based on common interests, backgrounds, and academics. Through regular monthly meetings, issues of concern can be discussed, or students can move on to mastery of essential professional skills that include time management and networking techniques, public speaking, and developing a growth mindset.

-500 incoming students requested a mentor

87 international students

173 first-generation students

272 students are serving as mentors

100% of all student-athlete (IB) at Lehigh are matched with a mentor

ROOM TO SPREAD THEIR WINGS

Since the department of art, architecture and design moved to a new home on Mountaintop Campus, students and faculty are realizing the benefits of expanded space. Here, students in a design class taught by Professor Amy Forsyth built oversized puppets to better understand space and scale.

LEHIGH STUDENT NAMED MARSHALL SCHOLAR
Klaudia Jazwinska ’18, a global studies major at Lehigh, was one of 43 American college students to win a prestigious Marshall Scholarship. The scholarship—which came after a rigorous and highly competitive selection process—will allow her to pursue a Master of Philosophy in international relations and politics at the University of Cambridge.

Mentor Collective Launches at Lehigh

Lehigh’s distinctive and renowned Iacocca International Internship Program allows students to design their own international experiences, which are designed to advance them academically and help them develop cultural competency.

1,022 international students are enrolled at Lehigh, from 93 countries.

>40% of undergraduate students had an international experience during their time at Lehigh. Nearly half of those experiences included applied work.

>89 students participated in funded Iacocca Internships during Summer 2018, in 25 different countries.

>2,100 young professionals from 135 countries have participated in Global Village—an intensive, five-week institute that cultivates international competency.

70+ partnerships around the world

~$600k was provided by Lehigh in 2017-2018 in funding for education abroad, including internships, ensuring that all students have access to international experiences. In addition, 10 students received Gilman Scholarships, grants from the U.S. State Department that enable students of limited financial means to study or intern abroad.

87 international students

173 first-generation students

272 students are serving as mentors

100% of all student athletes (IB) at Lehigh are matched with a mentor

LEHIGH UNIVERSITY | 2018

ANNUAL REPORT | 2018
**A Passion to Create**

**SCORES OF LEHIGH STUDENTS** were able to showcase their creativity and celebrate semesters-long work as the Lehigh Expo unfolded at the end of the Spring 2018 semester in the newly renovated Building C on the Mountaintop Campus.

About 600 students from across disciplines, presenting individually and in teams, demonstrated their projects and designs to fellow students, faculty, staff, and administrators, as well as those from the surrounding Lehigh community.

Among the presenters were architecture students who designed a pedestrian foot bridge, students who developed a device to locate children with autism who might become lost, and teams of students who built Formula 1 and single-seat, off-road vehicles.

Many of the projects were outcomes of capstone courses that leverage intense study in a chosen field. Others grew out of students’ passions to build, make, and do.

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**A Legacy of Success**

**THE WRESTLERS OF LEHIGH** have always stood toe-to-toe with some of the most powerful athletes in the nation. In all, Lehigh wrestlers have won 28 individual national championships and 214 individual league championships, and have earned All-America honors a total of 150 times.

With decades of success and a proud legacy dating back more than 100 years, Lehigh enjoys a much-deserved reputation as one of the finest programs in the history of the sport.

The 2017-18 season continued that legacy of success. The team competed in the 2018 NCAA Wrestling Championships, with 10 of its wrestlers qualifying for the tournament. Only one other program—Ohio State—had as many qualifiers. It marked the first time since 1967 that Lehigh sent a full 10-man contingent to the nation’s top tournament, where three wrestlers earned All-America honors (senior Darian Cruz, junior Scott Parker, and sophomore Jordan Kutler).

For Lehigh’s successes during the dual meet season and EIWA Tournament, head coach Pat Santoro was recognized as the Division I National Coach of the Year by the National Wrestling Coaches Association. The team finished in 15th place overall. And at Lehigh, success isn’t limited to the court or field, and academics are never sacrificed for athletic dominance.

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**A Space for Creative Expression and Social Commentary**

IN SPRING 2018, THE 10TH ANNIVERSARY PRODUCTION OF **ACT LIKE YOU KNOW** was a centerpiece of the HiPowerEd Cypher, a hip hop-based, multi-day arts and humanities experience at Lehigh that was co-curated by Kashi Johnson, associate professor of theatre, and Monica Miller, associate professor of religion and Africana Studies and director of Lehigh’s Women, Gender and Sexuality Studies. The production included visiting fellows who were supported by the prestigious National Endowment for the Humanities Challenge Grant awarded to Africana Studies in 2015, “Black Publics/Lived Experience: Africana Studies and the Public Humanities at Lehigh University.” Created by Johnson, the four-credit Act Like You Know course built on student interest following a 2006 hip hop theater festival at Lehigh. It fosters an environment that transforms the students in performances, while providing a deeper appreciation for the history and legacy of hip hop culture.
An Evolving Campus

WE'RE READYING LEHIGH FOR A BOLD, BRIGHT FUTURE. The university continues to push forward on plans to add more students and scholars to the Lehigh family, and our campus must evolve in preparation for this influx of talent. The launch of a significant campus-wide infrastructure initiative kicked off projects that include the construction of new residential and academic facilities as well as renovations or expansions for some of Lehigh's most iconic buildings.

From the top of South Mountain into the neighborhoods of South Bethlehem, key infrastructure development will provide the campus community with new venues for research, discovery, and student life, as well as creative spaces that will spark innovation and bring together faculty, students, staff, and the local community. Each project will help foster an environment that inspires collaboration, strengthens our traditions, and creates an even stronger, more dynamic Lehigh.

The transformation of the Mountaintop Building C facility provides additional space for programs linked to Lehigh’s Creative Inquiry initiative. The building also serves as the new home of the computer science and art, architecture, and design departments.
An Ambitious Plan to Grow the Lehigh Campus and Reinforce its Historic Core

New Student Housing and Buildings

RENOVATIONS THAT ENCOURAGE COLLABORATION and foster community. State-of-the-art lab and research facilities that promote discovery and innovation. An Asa Packer Campus that’s more walkable and easier to navigate. All are part of Lehigh’s dynamic, campus-wide infrastructure initiative as laid out in the Path to Prominence, an ambitious plan outlined by President John D. Simon to add more students and scholars over the next seven years, establish a new College of Health, upgrade research spaces, and renovate some of Lehigh’s iconic buildings.

In town hall-style presentations and discussions around campus over the course of the year, Lehigh administrators outlined a plan that will focus on elevating academics and research across the colleges. The capital projects will also enable the university to achieve its broader goals.

University Architect Brent Stringfellow, who provided an overview of the infrastructure initiative, said it’s critical that the capital projects fit in with Lehigh’s overall strategy in a coherent and comprehensive way. In addition to the SouthSide Commons residential project, a second proposed student housing project is Bridge West, which will be built on the site of current housing. The facility’s residential wings will connect to campus amenities and public spaces that can be used for presentations, fitness, and other activities. A goal will be to work with the topography to make it easier for students to connect with the overall campus, including accessing the University Center.

A Pedestrian-Friendly Campus

A LONG-TERM GOAL IS TO PUSH CARS OFF CAMPUS and make Lehigh more pedestrian-friendly. That will be accomplished by moving more parking off campus, eliminating vehicle zones and developing ways to navigate the hilly campus more easily, in part by using buildings that could offer “accessible and gracious ways” to climb to the higher levels of the campus.

“Everything we’re trying to do right now really is reflective of an ambition to move the campus forward,” Stringfellow said. “It’s a progressive initiative.”

A Reinforced Historic Core

THE CAPITAL PLAN ALSO CALLS FOR RENOVATIONS to the historic University Center, which was built in 1868. A 1958 addition that no longer meets the needs of contemporary students will be removed and replaced by a more contemporary, functional wing that will open up to a new “Great Lawn” on the south side. The original 1868 building will be restored and the iconic north facade will be preserved.

As part of the efforts to strengthen Lehigh’s academic core, the capital plan also calls for a new Health, Science and Technology building that will be home to Lehigh’s proposed College of Health as well as state-of-the-art research labs; renovations and expansion of the Rauch Business Center (home of the College of Business and Economics); and renovations to the Fancher-Martindale Library, the historic Chandler-Ullmann building, and Packard Lab (home of the P.C. Rossin College of Engineering and Applied Science).

The Mountaintop Campus will continue to be developed, with renovates to building bays that once housed Bethlehem Steel’s research facilities.

Lehigh leaders recognize that much of Lehigh’s core identity resides in many of its iconic buildings, such as the University Center and Chandler-Ullmann Hall, which was built in 1884 and was considered one of the most technologically advanced buildings of its time.

“As much as anything else, we have to make sure we’re taking care of those buildings and maximizing those so that they’re not just left as remnants of some previous time,” said Stringfellow. “How do you bring them up to date?”

As the university works to transform its campus, it is continuing with its commitment to boost the South Bethlehem community. As part of its investment in the community, Lehigh leased two floors of a building recently constructed in South Side Bethlehem to house administrative offices. The influx of staff will help support businesses on the South Side. In addition, Lehigh is working with local developers to transform the former Icehouse in Webster and Adams streets, formerly used by Lehigh as a storage building, into market-rate loft apartments, Brinker Lofts.
Claytons Make Historic Gift to Revitalize University Center

CURRENT CHAIR OF LEHIGH’S Board of Trustees Kevin L. Clayton ’84, ’13P and his wife, Lisa A. Clayton ’13P, jump-started the public phase of Lehigh’s $1 billion-plus campaign with a $20 million gift to fund the renovation and expansion of Lehigh’s University Center. As one of the most striking structures on Lehigh’s Asa Packer Campus, the center supports a significant component of Lehigh’s Path to Prominence plan and the broader goal of enhancing student learning and life.

The University Center project will preserve the historic nature of the building while creating a dynamic, state-of-the-art environment for student life. It will create welcoming spaces where students can connect and collaborate in areas designed for work, learning, events, casual gatherings, dining spaces, club activities, offices, and student services. The original building built by Asa Packer opened in 1868 as Packer Hall. The last major renovation was in 1956. Construction is expected to commence in 2019 with a targeted completion date of 2022.

The newly renovated building will be known as the Clayton University Center at Packer Hall. In announcing the gift during the campus kickoff that took place on the Lehigh campus, Kevin Clayton spoke of the positive impact the renovated building will have on future generations of students, faculty, and staff.

“We wanted to give back by making a gift that has true impact across the university. Everyone who attends, teaches, or works at Lehigh spends considerable time in the University Center, which is one of the most iconic buildings on any college campus in America,” said Kevin Clayton, a partner with Energy Capital Partners, a private equity and credit firm.

President John Simon said that the Clayton gift will allow Lehigh to transform one of the most striking historic buildings into a vibrant center for student life.

“A thoughtful restoration that preserves the historic distinction of this building while opening up interior spaces to be more functional will draw members of the campus community to this central gathering spot and can have a significant, positive impact on the Lehigh student experience,” he said.

“We’re very excited about reestablishing the University Center as the true center of the Lehigh student experience,” he said. “We believe this gift can have a significant, positive impact on the university.”

The building’s iconic north side, with its imposing facade, will be reimagined University Center shows a more contemporary, functional wing that will be added. It will open up to a large, green gathering space on the south side of the building that will encourage interaction. The building’s iconic north side, with its imposing facade, was designed to open up to a large, green gathering space on the south side of the building that will encourage interaction.

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“The partnership between the city and Lehigh University is strong and is instrumental to the future prosperity of South Bethlehem,” noted Bethlehem Mayor Robert Donchez. “This facility will bring more foot traffic and attention to South Bethlehem’s businesses as the revitalization of the South Side continues to move forward.”

He said the new residence hall, on the northwest boundary of campus, will create new possibilities for how students interact with the surrounding community.

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The groundbreaking marked a significant step in Lehigh’s broader plans to expand its academic footprint and strengthen its research activities. As part of its Path to Prominence initiative, Lehigh will add 1,000 more undergraduates, 500 more graduate students, and 100 new faculty.
Health, Science and Technology Building

LEHIGH’S AMBITIOUS PATH TO PROMINENCE PLAN—announced in late 2015—calls for construction of a Health, Science and Technology building, which will house Lehigh’s new College of Health and offer 180,000 square feet of critically important space for teaching, research, and collaboration. Noting that a top research university needs top research facilities, Lehigh President John Simon said that the proposed Health, Science and Technology (HST) building has the potential to transform the research culture at Lehigh to foster more interdisciplinary collaborations in science, engineering, and other disciplines. The new College of Health and the Health, Science and Technology building are top initiatives of GO: The Campaign for Lehigh.

The proposed building will combine state-of-the-art laboratories (both collaborative and open lab space), learning spaces, and community and social spaces. In addition to housing the new College of Health, it will support interdisciplinary research in materials science and nanotechnology, and offer proximity to existing microscopy suites in nearby Whitaker and Sinclair Labs. Its location on the northeast corner of campus also serves as a gateway to the South Side community, allowing faculty and students to continue to collaborate on new and innovative tech education and work in partnership with existing institutions focused on health.

The proposed building is slated to open in fall 2021, capping off a three-year period of significant expansion for Lehigh, with the addition of two new residential complexes and a number of projects that are shoring up and reimagining some of the university’s most historic and iconic structures.

INTERDISCIPLINARY RESEARCH INSTITUTES CREATED

In 2018, Lehigh announced the creation of three Interdisciplinary Research Institutes (IRIs), which will bring together leading faculty and graduate researchers from a variety of fields to focus on a specific challenge. This innovative approach allows these research teams to use their combined strengths to confront problems from every perspective and to develop multifaceted solutions.

THE FIRST IRIS AT LEHIGH ARE:

- The Institute for Functional Materials and Devices
- The Institute for Data, Intelligent Systems and Computation
- The Institute for Cyber-Physical Infrastructure and Energy

College of Health Timeline

- Dean Start: Spring 2019
- Inaugural Staff: Fall/Winter 2019
- Inaugural Faculty: 2019–2020
- Students Enrolled: 2020–2021
- Building Opening: Fall 2021

AN EVOLVING CAMPUS

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Meeting Societal Challenges

LEHIGH’S FACULTY, GRADUATE STUDENTS, AND UNDERGRADUATE STUDENTS CONTINUE to ask the critical and complex questions that others might not, seeking to advance knowledge that can impact the way we live, think, and engage with the world. The new College of Health, set to begin offering classes in Fall 2020, will take full advantage of Lehigh’s strengths in interdisciplinary and entrepreneurial approaches to research and education. International partnerships that further education around the world, and a wealth of ongoing research that addresses complex societal challenges serve as evidence of the university’s commitment to producing consequential work and providing students with the crucial skills they’ll need for success in a time of accelerated change.

The research conducted by Holona Ochs, associate professor of political science, played a key part in the fight for Washington state’s Voting Rights Act, which was signed into law in March 2018. Ochs’ research on voter disenfranchisement was cited in an early challenge to a previous state law that provided that convicted felons lost the right to vote upon conviction, and did not have that right restored upon release until all fines, restitution, or other legal financial obligations were met.
The Convergence of Man and Machine

Lehigh is making a $3 million institutional investment in a multidisciplinary research initiative that promises to change the way human beings harness and interact with data and with the sophisticated instruments of scientific discovery.

The NanoHuman Interface Presidential Engineering Research Initiative, approved by Lehigh President John D. Simon and Provost Patrick V. Farrell, proposes to develop a human-machine interface that will improve the ability of scientists to visualize and interpret the vast amounts of data—often in the terabytes, or billions of bytes—that are generated by scientific research.

Martin P. Harmer, Alcoa Foundation Distinguished Professor of Materials Science and Engineering and senior faculty adviser for Research Initiatives, is leading the initiative with other senior faculty leaders Jeffrey M. Rickman, professor of materials science and engineering and also of physics; Anand Jagota, Robert W. Wieseman Chair, professor of chemical and biomolecular engineering, and director of biotechnology; Daniel P. Lopresti, department chair of computer science and engineering and director of the Data X Initiative; and Kate Arrington, associate professor of psychology.

“With this initiative,” the group wrote in its proposal, “we are poised to lead the next revolution in the conduct of science, namely drawing inferences from vast datasets, whether experimentally or computationally generated.

“The development of this human-machine element will require a partnership with behavioral psychologists and graphic designers, who understand the most effective, visual human learning strategies.”

The Lehigh initiative aligns with two of the six “big ideas” for research identified by the National Science Foundation in the next decade—”Work at the Human-Technology Frontier” and “Harnessing Data for 21st-century Science and Engineering.”

Electron microscopes, spectroscopes, and other tools that characterize the properties of materials, including computers that simulate materials’ behavior, generate terabytes of data, the group said. To be useful, this data needs to be coupled with analytical tools that visualize and display it in a way humans can comprehend and interpret. Instead, much of the data is underutilized or discarded.

“The group is working with Library and Technology Services (LTS) to create a network of spaces on campus where researchers will work interactively with an artificial intelligence tool called Buddy. Buddy will assist researchers by learning from the data it acquires, much as online retailers learn to anticipate the preferences and likely actions of consumers browsing websites.

“We will talk to Buddy like we talk to our phones,” said Harmer. “Buddy will remember what it has done before and will learn from its interactions with us. It will learn what we’re interested in, anticipate what we want to do, and give us a potential solution.”

This ability to “interrogate” data, said the group, will enable researchers to determine, in real time, the significance of their results and to know which additional data, and how much, is needed to solve a problem.

“Our proposed active learning approach will constitute an artificial neural network to permit acquisition tools to learn in real time … [and to] reduce the complexity of a problem,” the group wrote.

“The group cited two areas of research where progress has been slowed by the inability to fully visualize and interpret vast amounts of data. These are the production of nanomaterials and the development of medical uses for carbon nanotubes (CNTs) wrapped with single strands of DNA.

“Nanomaterials have been studied for decades and continue to outperform conventional materials in research labs,” the group wrote. “The critical challenge is to scale up nanomaterials to industrial parts. To accomplish this, scientists and engineers need to characterize and manipulate tens of thousands of nanoscale interfaces.

“While current characterization tools are highly advanced, they produce vast amounts of data where meaningful information is obscured. We need an analytical toolbox that can identify emerging patterns in this data and permit visual interaction in a comprehensive, informative, and intuitive way.”

The group noted that DNA-wrapped CNTs are being developed for medical imaging and sensing, and for drug delivery, and that the functionality of these hybrids depends on their structure and, ultimately, on the sequence of the DNA.

“The space of DNA sequences is vast, and the search for ordered hybrids involves sifting through massive data streams both from computer simulation and optical spectroscopy,” the group wrote. “We need the ability to analyze and identify a small number of functional hybrids (in the hundreds) from among the [trillions of] possibilities.”

The NanoHuman Interface Presidential Engineering Research Initiatives, has received numerous awards and honors for his work in materials science and engineering.
Peat Expansion in the Arctic Tundra Could Play a Role in Cooling a Warming Planet

COULD STUDYING THE PEAT MOSS THAT GROWS in the Arctic Tundra help mitigate the impacts of climate change? Several factors point to yes. The National Science Foundation (NSF), as part of its 2018 awards, announced that it is supporting a study of the rapidly changing Arctic that will track the dynamics of peatlands as part of one of its 10 “Big Ideas” for scientists to tackle: navigating impacts of climate change?

Peat moss—sphagnum—is known to be a “carbon sink,” which means it absorbs carbon dioxide from the atmosphere. Carbon sinks like peat moss are increasingly being understood as a way to mitigate carbon sequestration of these ecosystems, if shallow peatlands are widespread throughout the Arctic, the overall net carbon storage capacity of tundra might be underestimated globally.

Yu is principal investigator on the project, in collaboration with faculty from Texas A&M University, Bowdoin College, the University of New Hampshire, and Purdue University. They will study the expansion of peat in the Arctic Tundra, its patterns and development process, and the implications of such an expansion on the carbon cycle.

In recent years, scientists have observed that the Arctic is getting greener, resembling the carbon-rich landscape of the boreal zone is now, or are there essential conditions lacking in a warming Arctic that will prevent this? Their research will focus on two key elements of the Arctic peat-forming ecosystems: peat patches, and the role of sphagnum in the formation, persistence, and rapid rates of carbon sequestration of these potentially incipient peatlands.

Education Partnership in Peru

LEHIGH’S COLLEGE OF EDUCATION has established a partnership, formalized in late June, with the Innova Schools of Peru to help train teachers for their network of private schools that aims to elevate academic learning in the South American country and inspire K-12 students through the use of technology and self-discovery methods.

Brook Sawyer, associate professor in the teaching, learning, and technology program at Lehigh, said faculty from the College of Education will help Innova develop syllabus and plan several courses for a new undergraduate liberal arts college that is being established to train teachers.

IMMUNOTHERAPY FOR DEADLY BACTERIA SHOWS PROMISE

Since immunotherapy can destroy cancer cells, Associate Professor of Chemistry Marcos Pires is pursuing what he calls bacterial immunotherapy or immunobiotics—using the human immune system’s powerful mechanisms of preventing entry and colonization of pathogens to defeat the deadliest, antibiotic-resistant bacteria.

Examining Border Identity

Cultural studies and the issue of internal hierarchies have always interested Assistant Professor of Modern Languages Miguel Pillado, who was born in the U.S. and raised in Mexico. Today, he specializes in contemporary Mexican literature, with a focus on border studies and immigration. He is writing a book that explores the development of new discourses on border identity through the work of four writers from Tijuana, which he hopes will provide insights into how those on the Mexican side of the border perceive themselves, and how those perceptions can lead to a deeper understanding of the cultural divide.

Study Reveals the Scutoid, a New Geometric Shape Used by Nature to Pack Cells Efficiently

A STUDY, WHICH IS THE RESULT of a United States-European Union collaboration between the teams of Luis M. Escudero (Seville University, Spain) and Javier Buceta, associate professor of bioengineering and a faculty member in the chemical and biomolecular engineering department at Lehigh, has produced a new shape. The group has named the shape the “scutoid” for its resemblance to the scutellum—the posterior part of an insect thorax or missection. As an embryo develops, tissues bend into complex three-dimensional shapes that lead to organs. Epithelial cells are the building blocks of this process, forming, for example, the outer layer of skin. They also line the blood vessels and organs of all animals.

These cells pack together tightly to accommodate the curving that occurs during embryonic development. It has been assumed that epithelial cells adopt either columnar or bottle-like shapes. By digging deeper into the phenomenon, the group of scientists discovered the new geometric shape. They uncovered that, during tissue bending, epithelial cells adopt a previously undescribed shape that enables the cells to minimize energy use and maximize packing stability.
Reshaping Health Care

BUILDING ON LONG-STANDING STRENGTHS in data analytics, biology, and other fields, Lehigh has identified two areas of focus for its proposed College of Health—Innovation in Value-Based Health Care, and Biological and Social Determinants of Health—as it takes significant steps toward class offerings beginning in Fall 2020.

A search team, supported by Diversified Search, helped to identify a pool of potential candidates for founding dean, with finalists coming to campus for interviews before the end of the fall semester. The recruiting of the first group of faculty is already underway, with a projected Winter 2019 start.

Meanwhile, plans for the new Health, Science and Technology building, a hub for interdisciplinary research and the future home of the College of Health replacing the Whitaker parking lot, are advancing, with its design under development and a planned open in 2021.

To assess the university’s available resources and initiate the process of managing change, Lehigh established six working groups of staff and faculty who focused on outreach across campus to inform some critical components of the new College: start-up organizational framework; recruitment, hiring and retention of faculty and staff; existing infrastructure and central services; messaging to prospective students, partners, and stakeholders; collaboration with existing academic programs; and allocation models for tuition revenue and research income.

At its core, the College will be interdisciplinary. The College of Health is a key component of Lehigh’s Path to Prominence, an ambitious plan outlined by Lehigh President John D. Simon that would add 1,000 undergraduates, 500 graduate students and 100 new faculty members, some with joint appointments in other colleges.

As defined, Innovation in Value-Based Health Care would allow faculty to examine the quality and effectiveness of care that’s provided to individuals and populations, with the aim of providing better outcomes for patients. The work could have an impact on global and domestic policy as industry leaders and providers work to improve the delivery of care.

At its core, the College will be interdisciplinary. The College of Health is a key component of Lehigh’s Path to Prominence, an ambitious plan outlined by Lehigh President John D. Simon that would add 1,000 undergraduates, 500 graduate students and 100 new faculty members. The initiative will allow Lehigh to build on its legacy, broaden its academic footprint, and foster an even more vibrant atmosphere of creativity and collaboration.

COLEGE OF HEALTH RESEARCH FOCUS

Innovation in Value-Based Health Care
Lehigh faculty will examine the quality and overall effectiveness of the care provided to individuals, with the ultimate aim of maximizing the full value of that care and creating better outcomes for patients. Their work will be used by policymakers, industry leaders, and providers to improve the impact, accuracy, and specificity of health care both domestically and globally.

Biological and Social Determinants of Health
Lehigh faculty working in this area will strive to better understand the major drivers of health at the micro and macro scale, seeking the root causes of health disparities and varied outcomes among different populations. Areas to be explored by faculty in this space include genetics, environmental factors, family and community health, and health economics, among many others.

Fulbright Scholarship Awarded

DR. LLOYD STEFFEN, UNIVERSITY CHAPLAIN and professor of religion studies, served as a Fulbright Specialist in Brazil this year. While there, he delivered a weeklong seminar grounded in philosophical scholarship titled Moral Obligation and Punishment at Universidade do Vale do Rio dos Sinos and then repeated the seminar at Universidade Federal do Pará. He was invited by Brazilian faculty members interested in initiating dialogue and research among their institutions’ graduate students and faculty regarding issues of societal response to crime and reform of Brazil’s criminal justice system. Steffen shared his own experience of the American prison system through his direction of Lehigh’s prison tutoring program to provide experiential connections to the theoretical material discussed.

Nelson Tansu Named to 2018 ‘Highly Cited Researchers’ List

Nelson Tansu, the Daniel E. ’39 and Patricia M. Smith Endowed Chair, professor and director of Lehigh’s Center for Photonics and Nanoelectronics (CPN), was named to the prestigious Clarivate Analytics list of “Highly Cited Researchers” for 2018. The list, published annually, includes researchers ranking in the top 1 percent by citations for field and publication year. Tansu appears in the “Cross-Field/Multidisciplinary” category of the list, on which researchers with substantial influence across several fields are included.
Lehigh’s Leadership Team Welcomes New Members

Over the course of the past year, the university welcomed several scholars and administrators who bring a wealth of experience to their new roles at Lehigh.

William Gaudelli  
DEAN, COLLEGE OF EDUCATION

William Gaudelli, former professor of social studies and chair of the department of arts and humanities at Columbia University’s Teachers College, was named dean of Lehigh’s College of Education. His tenure at Lehigh began on July 31. Gaudelli arrived at Lehigh at a time of great promise for the College of Education, which grew in research prominence under former dean Gary Sasso’s leadership, earned international distinction for early development education, and recently opened the newly created Autism Clinic that is employing state-of-the-art methods to help children with autism gain language skills and improve social interaction.

In his role at Teachers College, Gaudelli oversaw more than 40 tenured or tenure-track faculty in nine academic programs, including art education, art administration, bilingual/bicultural education, history, philosophy, music, English education, TESOL/applied linguistics, and social studies. He also led a number of initiatives that included a first-of-its-kind teacher development program to support global teaching and learning, a faculty innovation group to develop new programming initiatives, and a doctoral student career group to support career transition.

His research interests include global citizenship education, media and visual texts as curriculum tools, and teacher education, history, philosophy, music, English education, TESOL/applied linguistics, and social studies. He also led a number of initiatives that included a first-of-its-kind teacher development program to support global teaching and learning, a faculty innovation group to develop new programming initiatives, and a doctoral student career group to support career transition.

Whitney Witt  
DEAN, COLLEGE OF HEALTH

Lehigh appointed Whitney Witt, the director of the Center for Maternal and Child Research at IBM Watson Health in North Carolina, as the inaugural dean of the university’s new College of Health. She assumed her new role in late January 2019.

In this key leadership position, Witt will oversee the continued development and launch of the college, both a critical element of Lehigh’s Path to Prominence plan and a core funding priority for GO: The Campaign for Lehigh. Witt will lead efforts to recruit top faculty, procure industry partnerships, develop curriculum, and prepare for the Fall 2020 formal opening of the college.

A widely respected leader, Witt brings 25 years of experience in both academia and industry, with special expertise in public and population health. In her previous role at IBM Watson, she led a diverse team of academics and researchers—with interests including health economics, epidemiology, and biostatistics, among others—that developed creative solutions to a variety of health issues.

Witt said she is confident the college will emerge as a unique and important player in the fast-changing health care industry. As only the second undergraduate college of population health in the nation, it is in a unique position to help meet the fast-growing employment needs in the health care sector. Faculty can also work across colleges to contribute key research to existing and emerging health care challenges.

Jason Schiffer  
CHIEF OF THE LEHIGH POLICE

Jason Schiffer, the former chief of the Bethlehem Police Department and a trial lawyer with a local firm, was named the new chief of the Lehigh University Police Department. He succeeds Chief Ed Shupp, who retired after nearly 40 years with the LUPD.

Schiffer started his law enforcement career as an officer with the Bethlehem Police Department (BPD) in 1994 and served as sergeant, lieutenant, and deputy chief of police before being named chief of the BPD in 2011.

Dan Warner  
VICE PROVOST FOR ADMISSIONS

Dan Warner, the former director of admission for Rice University since 2010, was named Lehigh’s new vice provost for admissions and financial aid. Warner officially assumed his new role on April 30.

At Rice, Warner managed the day-to-day operations of the admissions office and led the recruitment, evaluation and selection process for the highly-ranked private institution. His responsibilities included managing a 25-person staff that executed national and international prospect cultivation and recruitment.

William B. Crow  
DIRECTOR, ART GALLERIES

William B. Crow, the former Educator in Charge of Teaching and Learning at the Metropolitan Museum of Art, was named director of the Lehigh University Art Galleries (LUAG) and professor of practice in the department of art, architecture and design. Crow officially began his new role on August 1.

In his role at the Metropolitan Museum of Art, Crow led education programming across the museum’s three New York venues. He also led the strategy for all pedagogical training for museum staff.
OVER THE COURSE OF THE PAST YEAR, a number of influential speakers came to the Lehigh campus to share their perspectives. In many cases, Lehigh students were offered the opportunity to engage directly with the speakers in small group discussions that allowed for a freer exchange of ideas and deeper exploration.

**Carly Fiorina**
Former Hewlett-Packard CEO, author and 2016 Republican presidential candidate, who delivered the Peter S. Hagerman ’61 Lecture in Ethics

“You can act by yourself all the time, but you’re not going to get much done. You need to collaborate with others. And, in particular, most of the time, you need to collaborate with people who are different than you because we are surrounded by people different than us.”

**Catherine Engelbert ’86**
Deloitte CEO and 1986 Lehigh graduate, who returned to campus to deliver the address at Lehigh’s 150th spring commencement

“I encourage you to stay optimistic and play an active, key role in curving the path leveraging your uniquely human skills—like creativity, empathy, communication, and complex problem-solving. Reinvention at every stage will not only still matter, but it will matter even more because of the pace of change today.”

**Colson Whitehead**
Pulitzer Prize-winning novelist, who wrote the critically acclaimed *The Underground Railroad*, delivered the 2018 MLK keynote address, which was partially sponsored by the National Endowment for the Humanities Challenge Grant

“It made me realize that it’s an accident that I’m even here. It’s really just a matter of luck that my ancestors weren’t killed in the Middle Passage or on a plantation somewhere.”

**Lawrence Ross**
Author of *The Divine Nine: The History of African American Fraternities and Sororities*, who spoke at an event organized by the MLK Committee under a general theme of the intersection with race and social issues

“We live in a society which has been purposefully made inequal, so we are opening the door a little wider. Initially, it had a great benefit for students of color. But, like anything, when you take a step forward, you get blowback.”

**Samantha Power**
Former ambassador to the UN during the Obama presidency, who delivered the Peter S. Hagerman ’61 Lecture in Ethics

“Healing our divisions or placing a dent in them should be everyone’s priority. It’s the kind of change that’s within each of our powers to do something.”

**Ari Berman**
Voting rights expert and author of *Give Us the Ballot*, who spoke on how to expand the right to vote for all Americans

“We have a lot of very good ideas. We know what works. All we are lacking is the political will to implement them.”

**Dr. Nisreen El-Hashemite**
Princess and leading voice for female empowerment, whose visit to Lehigh was coordinated through the university’s partnership with the United Nations

“Whatsoever you choose to do in life, whether you are a woman or a man, always do what you love. Don’t do what others want you to do. Just do what you believe in and do what is benefiting others.”

**Jay Cost**
Political historian, journalist, elections analyst and National Review contributor, who delivered the 2018 Tresolini Law Lecture

“I have to say, as a non-lawyer, it’s a little intimidating to give a Tresolini Law Lecture. But I take comfort in the fact that James Madison was not a lawyer, and the Constitution doesn’t belong just to lawyers. It belongs to the people. Still, to this day, it remains a public document—a document of the people.”

**Kate Fagan**
ESPN commentator and author of the book *What Made Maddy Run*, who spoke on depression and anxiety, and how those are magnified through social media

“It’s not like this is a 15-year-old problem, a kid problem. This is the evolution of how that technology is affecting all of us, affecting our brains, affecting so much.”

**Mary Robinson**
First woman president of Ireland and the former United Nations High Commissioner for Human Rights, who spoke on climate justice in the 2018 Kenner Lecture on Cultural Understanding

“The world needs a groundswell of people equipped with not only the knowledge to devise solutions to the climate crisis, but also the vision to see that all people must be included in and empowered by the global response to the great challenges of our time.”

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Financial Report

Included in the following pages are highlights of the 2017-2018 fiscal year financial results, as well as key excerpts from the university’s financial statements.

Statement of Financial Position

ASSETS

The largest categories within the university’s $2.5 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” on page 38) and experiences growth based on donor support and investment return net of operating distributions. Significant capital projects in process at fiscal year-end include renovations on the Mountaintop and the Asia Packer Campuses to support the Path to Prominence initiative.

Statement of Activities

OPERATING REVENUES

Tuition Revenue and Investment Return comprise the two largest sources of unrestricted operating revenue, representing 47.3% and 20.8% of the consolidated total in Fiscal Year 2018. Tuition and fees revenue is reported net of related financial aid. Total financial aid expenditures supporting graduate and undergraduate tuition grew 8.7% to $99.6 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 more than 38% of undergraduate students, with an average financial aid package of just under $36,600.

Operating Investment Return includes $66 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 significant market fluctuations. Operating revenues for Independent Operations were up 44% due to an extraordinary investment gain reported by one of Lehigh’s subsidiary organizations, Ben Franklin Technology Partners of Northeastern Pennsylvania.

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. Fiscal Year 2018 was the university’s 48th 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. Research expenditures further faculty scholarly inquiry and also provide opportunities for student independent research projects. In Fiscal Year 2018, university faculty were engaged in more than 600 actively supported research projects. Auxiliary Enterprises provide an active and balanced educational experience by integrating formal studies with the residential environment.

Classifying expenses on a natural, rather than functional, basis reveals that salaries and benefits comprise more than one-half of the university’s annual operating expense. Resource planning continues to focus on realization opportunities and collaborative efforts for the long term.

NONOPERATING ACTIVITY

Nonoperating activity includes transactions of a long-term investment nature 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, the impact of bond defeasance and refunding activities, and investment returns net of earnings distributed for operations.

Fiscal Year 2017-2018 Operating Revenue Sources

<table>
<thead>
<tr>
<th>($ in thousands)</th>
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<tbody>
<tr>
<td>TUITON &amp; AUXILIARIES</td>
<td>242,281</td>
<td>58%</td>
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<tr>
<td>GRANTS &amp; CONTRACTS</td>
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<td>10%</td>
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<tr>
<td>CONTRIBUTIONS</td>
<td>16,253</td>
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<tr>
<td>INVESTMENT RETURN</td>
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<td>INDEPENDENT OPERATIONS</td>
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<td>5%</td>
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<tr>
<td>OTHER SOURCES</td>
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Fiscal Year 2017-2018 Operating Expense by Functional Category

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<tr>
<th>($ in thousands)</th>
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<tbody>
<tr>
<td>INSTRUCTION</td>
<td>156,074</td>
<td>39%</td>
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<td>RESEARCH</td>
<td>44,138</td>
<td>11%</td>
</tr>
<tr>
<td>PUBLIC SERVICE</td>
<td>2,618</td>
<td>1%</td>
</tr>
<tr>
<td>ACADEMIC SUPPORT</td>
<td>38,237</td>
<td>9%</td>
</tr>
<tr>
<td>STUDENT SERVICES</td>
<td>39,029</td>
<td>10%</td>
</tr>
<tr>
<td>INSTITUTIONAL SUPPORT</td>
<td>75,170</td>
<td>18%</td>
</tr>
<tr>
<td>AUXILIARY ENTERPRISES</td>
<td>39,955</td>
<td>9%</td>
</tr>
<tr>
<td>INDEPENDENT OPERATIONS</td>
<td>11,054</td>
<td>3%</td>
</tr>
</tbody>
</table>

Fiscal Year 2017-2018 Operating Expense by Natural Category

<table>
<thead>
<tr>
<th>($ in thousands)</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SALARIES &amp; WAGES</td>
<td>178,915</td>
<td>44%</td>
</tr>
<tr>
<td>EMPLOYEE BENEFITS</td>
<td>62,265</td>
<td>15%</td>
</tr>
<tr>
<td>UTILITIES</td>
<td>8,818</td>
<td>2%</td>
</tr>
<tr>
<td>PURCHASED SERVICES</td>
<td>36,266</td>
<td>9%</td>
</tr>
<tr>
<td>BUILDING &amp; GROUNDS MAINTENANCE</td>
<td>23,459</td>
<td>6%</td>
</tr>
<tr>
<td>DEPRECIATION</td>
<td>29,980</td>
<td>7%</td>
</tr>
<tr>
<td>INTEREST</td>
<td>13,886</td>
<td>4%</td>
</tr>
<tr>
<td>ALL OTHER BUSINESS EXPENSES</td>
<td>51,686</td>
<td>13%</td>
</tr>
</tbody>
</table>

$ 405,275 100%
The endowment earned 9.5% for Fiscal Year 2018, net of all fees. Much of this fiscal year’s return was due to the healthy performance of US public and private equity markets. While it is gratifying that the portfolio performed well in a year of several new investment initiatives, the Investment Office remains focused on constructing a long-term portfolio that can weather market cycles and increased volatility.

Within the portfolio, we continued on the path with the new asset allocation and asset class “road maps,” which seek to take advantage of Lehigh’s ability to invest with a long-term view and tolerate short-term volatility. We have also been working diligently on concentrating the portfolio among fewer investment positions, such that each position in the portfolio can have a larger impact on overall portfolio performance.

Even more than last year, we are cognizant of a forward-looking market environment offering muted returns. The rising markets of the last several years have come with extended valuations, which have the effect of lowering expected future returns and reducing the margin of safety available in virtually all types of investments. In this environment, we will continue to maintain discipline and a long-term focus, diversify risk exposures, and remain vigilant for unique investment opportunities.

Endowment Review

Lehigh Endowment Target Asset Allocation-Adopted 2017

- PUBLIC EQUITY: 45%
- PRIVATE EQUITY: 20%
- ABSOLUTE RETURN: 20%
- TREASURIES/CASH: 10%
- REAL ESTATE: 5%

Lehigh University
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
June 30, 2018
(with comparative financial information for June 30, 2017) ($ in thousands)

ASSETS

<table>
<thead>
<tr>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>58,037</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>14,245</td>
</tr>
<tr>
<td>Inventories</td>
<td>1,516</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>12,218</td>
</tr>
<tr>
<td>Contributions receivable, net</td>
<td>31,039</td>
</tr>
<tr>
<td>Notes receivable, net</td>
<td>9,358</td>
</tr>
<tr>
<td>Investments</td>
<td>1,898,895</td>
</tr>
<tr>
<td>Funds held in trust by others</td>
<td>4,842</td>
</tr>
<tr>
<td>Land, buildings, and equipment, net</td>
<td>451,383</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>2,481,533</strong></td>
</tr>
</tbody>
</table>

LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>46,702</td>
</tr>
<tr>
<td>Deferred revenues</td>
<td>23,862</td>
</tr>
<tr>
<td>Annuity payment liability</td>
<td>18,100</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>59,226</td>
</tr>
<tr>
<td>Deposits held for others</td>
<td>1,217</td>
</tr>
<tr>
<td>Refundable federal student loan funds</td>
<td>1,434</td>
</tr>
<tr>
<td>Bonds, loans, and notes payable</td>
<td>375,091</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>525,632</strong></td>
</tr>
<tr>
<td><strong>Net Assets: Unrestricted</strong></td>
<td><strong>988,590</strong></td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>397,169</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>570,142</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>1,955,901</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>2,481,533</strong></td>
</tr>
</tbody>
</table>
## SUPPORT AND REVENUES

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily restricted</td>
</tr>
<tr>
<td>Tuition and fees, net</td>
<td>$197,046</td>
<td>—</td>
</tr>
<tr>
<td>Federal grants and contracts</td>
<td>28,100</td>
<td>—</td>
</tr>
<tr>
<td>State and local grants and contracts</td>
<td>7,214</td>
<td>—</td>
</tr>
<tr>
<td>Private grants and contracts</td>
<td>6,180</td>
<td>—</td>
</tr>
<tr>
<td>Contributions</td>
<td>16,253</td>
<td>—</td>
</tr>
<tr>
<td>Investment return</td>
<td>86,392</td>
<td>—</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>43,235</td>
<td>—</td>
</tr>
<tr>
<td>Independent operations</td>
<td>21,974</td>
<td>—</td>
</tr>
<tr>
<td>Other sources</td>
<td>9,923</td>
<td>—</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>3,021</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total support and revenues</strong></td>
<td><strong>419,338</strong></td>
<td>(3,021)</td>
</tr>
</tbody>
</table>

## EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily restricted</td>
</tr>
<tr>
<td>Instruction</td>
<td>156,074</td>
<td>—</td>
</tr>
<tr>
<td>Research</td>
<td>44,188</td>
<td>—</td>
</tr>
<tr>
<td>Public service</td>
<td>2,618</td>
<td>—</td>
</tr>
<tr>
<td>Academic support</td>
<td>38,237</td>
<td>—</td>
</tr>
<tr>
<td>Student services</td>
<td>39,029</td>
<td>—</td>
</tr>
<tr>
<td>Institutional support</td>
<td>75,170</td>
<td>—</td>
</tr>
<tr>
<td>Auxiliary enterprises</td>
<td>38,955</td>
<td>—</td>
</tr>
<tr>
<td>Independent operations</td>
<td>11,054</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>405,275</strong></td>
<td>—</td>
</tr>
<tr>
<td><strong>Operating income (loss)</strong></td>
<td><strong>14,063</strong></td>
<td>(3,021)</td>
</tr>
</tbody>
</table>

## NONOPERATING ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily restricted</td>
</tr>
<tr>
<td>Investment return:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University</td>
<td>32,625</td>
<td>28,023</td>
</tr>
<tr>
<td>Independent operations</td>
<td>(2,606)</td>
<td>—</td>
</tr>
<tr>
<td>Gifts and trusts</td>
<td>5,504</td>
<td>8,437</td>
</tr>
<tr>
<td>Net assets released from restrictions and changes in donor intent</td>
<td>364 (565)</td>
<td>201 — —</td>
</tr>
<tr>
<td>Change in fair value of interest rate swaps</td>
<td>7,008</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>941</td>
<td>—</td>
</tr>
<tr>
<td>Independent operations</td>
<td>50</td>
<td>—</td>
</tr>
<tr>
<td>Other</td>
<td>(1,591)</td>
<td>107</td>
</tr>
<tr>
<td>Nonoperating income</td>
<td>42,295</td>
<td>36,002</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>56,358</td>
<td>32,981</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>932,232</td>
<td>364,188</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>$ 988,590</td>
<td>397,169</td>
</tr>
</tbody>
</table>

## Lehigh University

**CONSOLIDATED STATEMENT OF ACTIVITIES**

Year Ended June 30, 2018

(with comparative financial information for year ended June 30, 2017) ($ in thousands)
LEHIGH UNIVERSITY BOARD OF TRUSTEES

KEVIN L. CLAYTON ’94, ’13P
Chair of the Board
Partner, Global Investor Relations
Energy Capital Partners

ROBERT L. BROWN ’78
Vice Chair of the Board
Retired partner at PwC

PHILIP B. SHEBLEY ’81, ’93P
Vice Chair of the Board
Venture capital investor and former managing partner at Accretion LLC

CRAGH H. BENSON ’15
Dean, School of Engineering
University of Virginia

NICHOLAS P. BIGNOLI ’80, ’81
Lee A. DuBridge Professor of Physics and professor of optics at the University of Rochester

PAUL D. BOSCO ’10
Fellow – ’92, ’93
Harvard University

JEFFREY BOSLAND ’88, ’90P
Senior managing director at Cerberus

ROBERT W. BUCHHEIT ’80
Director of business development at InQuench Biosciences, Inc.

GARY K. CHAN ’79, ’79P
Retired senior vice president of finance at Kraft Foods and Mondelēz International

MARIA L. CHIN ’87, ’10P
Founder and managing partner of Circle Wealth Management LLC (CMW)

PETER C. DIAMOND
Executive vice president of Olympic programming at NBCUniversal

PARKER A. FISCHER ’97, ’95G
Senior director at Enterprise Architecture Salesforce, Inc.

JENNIFER S. GONZALEZ ’08, ’10G
Director of Environmental Services/chief sustainability officer for the City of Hoboken

JORDAN HITCH ’98, ’20P, ’21P
Retired managing director at Bain Capital

LIA IACOCCA-ASSAD
Founding member of Kacoon Development, Inc.

FRANCIS J. INGRASSIA ’75, ’10P
President and chief executive officer at Clever Devices, Inc.

JANE P. JAMESON ’75
Retired executive vice president of marketing at Fidelity Investments

STEPHEN K. KLASKO ’74
President and chief executive officer of Thomas Jefferson University and Jefferson Health

ANNE R. KLINE ’81
Senior vice president and commercial banker at Bower Bank

MARK V. MACTAS ’74
Retired chairman and chief executive officer of Towamenn Penn

JAMES R. MAIDA ’95, ’17P
President and chief executive officer of Gaming Laboratories International LLC

PETER A. MORALES ’12
Managing director at Black Hawk Beverage Group

JOSEPH R. PERELLA ’94, ’10P
Founding partner and chairman of Perella Weinberg Partners LP

EDWARD “Eddie” RAMOS ’01
Investment management professional

KAREN S. SCHAUFIELD ’83, ’15P, ’19P
Founder and president of 100WomenStrong and co-founder of All Ages Read Together

BRAD ERIC SCHIETZ ’19, ’20P, ’20PG
Senior partner with Fixed, Frank, Harris, Shriver & Jacobson LLP and chair of the firm’s bankruptcy and restructuring practice

SARAH SETHY ’13
Managing partner at Douglas C. Lane & Associates

DENNIS E. SINGLETON ’55
Post chairman and current board member at Digital Realty Trust

TARA I. STACOM ’80
Executive vice chairman of Coushman & Wakefield

KAREN O’DONNELL VANDERGROOT ’95
Division chief for conflict, peacebuilding, and governance division for Bureau for Africa, at USAID

RICHARD R. VERMA ’90
Vice president and chairman of The Asia Group, LLC

JOHN J. VRIESCH JR. ’81, ’82P
CEO at StreamWare Technologies, Inc. and director of a Pantheon portfolio company LaValea

FRANK E. “TED” WALKER ’80
Partner and chairman of 109 Capital Partners LLC and vice president of Jupiter Capital Management Partners

ANDREW T. WOODWARD ’11
Project manager at Bond Brothers, Inc.

MARK R. YEAGER ’81
Founder and owner of NRY Associates LLC

TRUSTEES EMERITI

PETER E. BENNETT ’63, ’93P
NANCY M. BERMAN ’97H
MICHAELE J. CARUSO ’17
JAMES J. DIANE ’73, ’04P, ’06P
MURRAY H. GOODMAN ’48, ’88H
WILLIAM T. HEGT ’54, ’70G
DOUGLAS C. LANE ’67
PAUL N. LEITNER ’75
EUGENES MERCY JR. ’53, ’58H
PHILIP R. PERELLA ’70
EDWIN J. SCHIETZ JR. ’54
DANIEL E. SMITH JR. ’71, ’14H
KAREN L. STUCKEY ’75, ’10P
JAMES B. SWENSON ’59
JAMES R. TAHENSBAUM ’70, ’79H
RALPH ALBERT THOMAS ’75, ’77G, ’16P
R. CHARLES TISCHMANN III ’57, ’58G
RONALD J. ULRICH ’56, ’58, ’59P, ’65H

HONORARY TRUSTEES

LIE A. IACCOCA-ASSAD
Bain Capital

RETIRED MANAGING DIRECTOR AT PWC

JENNIFER L. GONZALEZ
Architecture Salesforce, Inc.

PATRICK G. FISCHER ’97, ’98G
Investment management professional

EDWARD “EDDIE” RAMOS
Founding partner and chairman of R. Perella & Jacobson LLP and chairman of the firm’s bankruptcy and restructuring practice

R. PERELLA & J. YEAGER
Managing partner at Black Hawk Beverage Group

MORALES
Gaming Laboratories International LLC

D. EX ZOELLNER ’45, ’69H
Provost and Vice President for Academic Affairs

PATRICK V. FARRELL ’19P
President

KEVIN L. CLAYTON ’84, ’13P and LISA A. CLAYTON ’13P
Chairman and co-founder of All Ages Read Together

STEPHEN P. DEWEERTH
Dean, College of Health

WHITNEY WITT
Dean, College of Health

KRISTIN A. AGATONE
Chief Investment Officer

JOSEPH E. BUCK
President for Development and Alumni Relations

CHERYL A. MATHERLY
Vice President and Vice Provost for International Affairs

FREDERICK J. MCCARRA
Vice President for Communications and Public Affairs

DONALD A. OUTING
President for Equity and Community

FRANK A. ROTHI ’50, ’85P, ’11P
General Counsel and Secretary to the Board of Trustees

ALAN J. SNYDER
Vice President and Associate Provost for Research and Graduate Studies

JOSEPH D. STERRITT ’76, ’78G, ’03P
Partner, Managing Director, Dean of Athletics

ERIK J. WALKER
Chief of Staff, Office of the President

STEPHEN A. FLOWERS ’91G
Deputy Provost for Faculty Affairs

JENNIFER M. JENSEN
Deputy Provost for Academic Affairs

RICHARD O. HALL
Vice Provost for Student Affairs

KHANJAN MEHTA
Vice Provost for Creative Inquiry and Director of the Mountaintop Initiative

HENRY U. OOO ’86G
Deputy Vice President for Equity and Community and Associate Provost for Academic Diversity

BRUCE M. TAGGART
Vice Provost for Library and Technology Services

JOHN W. WELTY
Vice Provost for Western Regional Office

DAN WARNER
Vice Provost for Admissions and Financial Aid

HERBY Y. ZHENG
Vice Provost for Institutional Research and Strategic Analytics

DENISE M. BLOW ’82P, ’17P
Associate Vice President for Finance and Treasurer

CHRIS HALLADY
Associate Vice President for Human Resources

KATHERINE W. LAVINDER
Dean of Students

KATHLEEN S. HUTNIK ’94, ’10P, ’15P
Associate Dean and Director of Graduate Student Life

STEVEN WILSON
Assistant Provost for Academic Affairs

LLOYD H. STEFEN
University Chaplain

University Administration

JOHN D. SIMON ’13P
President

PARKER A. FISCHER ’97
Vice President for Finance and Administration

KAREN S. SCHAUFIELD ’83, ’15P, ’19P
Founder and president of 100WomenStrong and co-founder of All Ages Read Together

KEVIN L. CLAYTON ’84, ’13P
Professor and Vice President for Academic Affairs

KAREN S. SCHAUFIELD ’83, ’15P, ’19P
Founder and president of 100WomenStrong and co-founder of All Ages Read Together

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42 | LEHIGH UNIVERSITY | 2018
Lehigh at a Glance

Founded
Lehigh University was founded in 1865 by Asa Packer, an industrial pioneer, entrepreneur, and philanthropist.

5,047
Undergraduate students (55% men, 45% women)

1,802
Graduate students (56% men, 45% women)

9:1
Student-to-faculty ratio

$52,480
Tuition for 2018-19 academic year

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

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

653
Number of faculty (540 of the faculty are full-time)

64%
Percentage of faculty tenured

90
Number of undergraduate majors and programs

2,000+
Undergraduate courses offered, many of which easily transfer among Lehigh’s four colleges

28
Average class size, with 69 percent of classes having 30 or fewer students

2,358 acres
The Asa Packer Campus, Mountaintop Campus, and Murray H. Goodman Campus are contiguous. In 2012, the university received a Globis Foundation gift of 755 acres in nearby Upper Saucon Township.

80,000
Lehigh alumni, who live on six continents

$52,480
Tuition for 2018-19 academic year

80,000
Lehigh alumni, who live on six continents

2,358
Lehigh at a Glance

6th
University in the world recognized as NGO by the United Nations

20+
Interdisciplinary programs spanning multiple colleges

$61k
Average starting salary of 2017 graduates

28th
Lehigh’s rank among the nation’s top research universities in the “best value” category

96%
Of the class of 2017 achieved career-related employment, entered graduate school, or landed other opportunities within their plan

Notice of Nondiscriminatory Policy: Lehigh University admits students of any race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.