

New Beginnings

2021 ANNUAL REPORT

LEHIGH



LEHIGH
UNIVERSITY



‘A Renewed Sense of Purpose’

Asa Packer founded Lehigh University in 1865, during a time of profound change in the United States. More than a century and a half later, we continue to navigate change on our campus, in our nation and around the world. Although Lehigh has grown and evolved since its founding, its primary goal has remained the same: to contribute positively to a changing world. As Lehigh alumni, we know this mission well. It comes as no surprise then, that in 2021, we witnessed the Lehigh community contributing to our world through brilliant and groundbreaking scholarship, thoughtful leadership, vibrant learning experiences, and creative, collaborative and meaningful initiatives designed to drive positive change both locally and globally.

This Annual Report invites us to recall just some of the Lehigh moments that shaped 2021—a year characterized by the

challenges of an ongoing pandemic and the tremendous capacity of the Lehigh community to embrace change and persevere. It offered countless reminders of what we love most about Lehigh, what we value, and what we want to become. It brought forth new perspectives and a renewed sense of purpose. And, as challenging times often do, it presented a new beginning filled with possibilities. With characteristic enthusiasm, excellence and determination, Lehigh advanced its mission through initiatives ranging from the creation of the first annual Civic Engagement Day, to the inaugural semester of Lehigh Launch, an experiential, integrated outdoor learning experience that brought first year students to the American West and will offer an international component with Ecuador/ Galapagos Islands, to the establishment of

the Marcon Institute, which supports faculty mentored undergraduate student research on social justice. The cutting edge Health, Science and Technology (HST) Building, an interdisciplinary research space scheduled to open in January 2022, serves as a visible mark of possibility and momentum.

As we reflect on the accomplishments of the past year and continue to tackle the problems of today and tomorrow, we remember the legacy we keep: one inspired by change and born of challenge and excellence.

Thank you for all you do to strengthen and support our beloved university as it moves into its next great chapter. As Chair of the Board and President of Lehigh, we are extremely proud and grateful to help lead such a world class institution. We thank each and every member of our community for making Lehigh so special.



Sincerely,



PRESIDENT
Joseph J. Helble '82



CHAIR OF THE BOARD
Kevin L. Clayton '84 '13P

New Beginnings

Though COVID-19 continued to present challenges, Lehigh had much to celebrate as students returned to campus for in-person learning, a new president was inaugurated, new buildings and programs took shape and the university community reconnected.



Joseph J. Helble '82 Becomes Lehigh's 15th President

Nearly 40 years after graduating from Lehigh with highest honors in chemical engineering, Joseph J. Helble '82 was tapped to lead Lehigh as its 15th president and to help the university in shaping the next generation of students. An accomplished scholar, researcher and administrator, Helble, who previously served as provost of Dartmouth College, is only the second alumnus in Lehigh's history to be named president—and the first in 100 years.

At his inauguration—a joyous ceremony attended by family, friends, members of the Lehigh community and delegates from more than a dozen colleges and universities—Helble announced his intent to build on Lehigh's legacy of interdisciplinary research and education by expanding the number of students who can be admitted into its signature interdisciplinary programs, such as IDEAS (Integrated Degree in Engineering, Arts and Sciences), CSB (Computer Science

and Business) and IBE (Integrated Business and Engineering), by 50%.

Helble also aims to make key elements of Lehigh's five colleges available to all undergraduate students, create new interdisciplinary programs that include Lehigh's new College of Health and explore opportunities to innovate and lead in graduate and Ph.D. education.

"I think of this as 'the Lehigh promise': an educational approach that draws together different disciplines, is focused on real-world problems and, through this, leaves Lehigh students prepared to contribute from day one when they walk out the door," he said.

Helble, who holds a Ph.D. in chemical engineering, assumed the presidency Aug. 16, following a comprehensive and global search process. His research interests have led him to author more than 100 publications. He also has three patents related to the production of nanoscale powders.



Provost Installed

Nathan Urban, previously vice provost of graduate studies and strategic initiatives at the University of Pittsburgh, was formally installed as Lehigh's provost and senior vice president for academic affairs at an in-person ceremony in May that had been postponed because of the pandemic.

At his installation, Urban said he learned throughout his time in academia the importance of asking the right questions, and that one of the most important questions that Lehigh must answer is: What does it need to do today so that 30 years from now, its alumni will be even more successful and have greater impact than the alumni who graduated 30 years earlier?

He said Lehigh can and should play a big role in shaping the future by educating future leaders and innovators and by developing ideas and innovations that influence the economy and society.

A Revolutionary New Space for Interdisciplinary Research

Lehigh's new Health, Science and Technology (HST) Building, the most strategically important academic and research facility that the university has built in years, rose up on the northeast corner of campus. Heralded as a revolutionary space for interdisciplinary research, HST is, at 200,000 square feet, the largest structure ever built by Lehigh.

The sustainably designed building is home to Lehigh's new College of Health, and it supports innovative research from throughout the university. Provost Nathan Urban refers to the building as a "research sandbox."

Among its features are open-concept labs, transparent walls, staggered staircases, integrated workspaces and a community forum space that are all designed to prompt unexpected meetings among faculty and students.

"Today's research questions and problems often don't respect disciplinary boundaries," Urban said. "They require people from different fields to bring their expertise to bear. HST invites that kind of collaboration."

A key space is the Core Data Visualization (Viz) Lab, a shared space that will provide researchers with the ability to access, analyze and visualize massive amounts of data. Researchers also will be able to utilize its virtual and augmented reality capabilities.

With doors that open to the surrounding South Bethlehem, Pennsylvania, community, the building is a welcoming gateway into campus, also inviting collaborations with partners and the public.



COVID-19 Trajectory

Thomas McAndrew, a computational scientist and assistant professor, and his team have developed reports throughout the pandemic with predictions related to the impact of vaccines and forecasting analyses on a variety of U.S. COVID-related issues, including incident cases, hospitalizations, deaths and the prevalence of variants.

Rather than build a traditional computational model which relies on objective and structured datasets, he combines computational models with models of human judgment—called a chimeric forecast—to determine how people, who have access to subjective data sources, can contribute to building more accurate forecasts of the future.



Social Movements

Political scientist and activist Anthony DiMaggio believes protest in America has become mainstreamed and discusses it in his book, *Rebellion in America: Citizen Uprisings, the News Media, and the Politics of Plutocracy*.

DiMaggio, an associate professor of political science, dissects the progression of recent social movements, along with populism on the left and right. He uses his experiences—at Tea Party protests, the Capitol building in Madison, Wisconsin, and anti-Trump protests—along with media reports and public opinion data to understand their motivating and driving factors. Studying these movements is important, DiMaggio said, because researchers do not have a great understanding of how social movements impact the political process.



Artificial Meat

Kelly Schultz, associate professor of chemical and biomolecular engineering, and colleagues Steven McIntosh, department chair, and Angela Brown and Mark Snyder, also associate professors, are collaborating on a new project: artificial meat. Combining their specialties of antibiotic resistance, biomaterials, scaffold microstructures and electrochemistry, they are working on growing muscle tissue in the lab. If successful, it could alleviate the environmental impact of meat production. "Fertilizer is a highly chemical substance," McIntosh said. "It goes into crops, which go into animal feed. It's a highly inefficient process. So let's skip all of that. Don't grow the crop. Don't bother feeding an animal. If you want to eat meat, grow the meat."



An Institute Dedicated to Social Justice

Plans are under way for a new institute at Lehigh dedicated to social justice, the Marcon Institute. Thanks to a \$2.5 million gift from philanthropists Charles and Ruth Marcon, the institute's primary mission is to support faculty-mentored undergraduate student research projects that advance research on racial and social justice.

A core activity will be to prepare and deploy undergraduate scholars—Marcon Fellows—to work alongside community partners in addressing the issues.

"My hope is that they, and the institute, can create a voice that is heard far beyond our community to highlight and eliminate racial injustice," said Marcon, chief executive officer of Duggan & Marcon, a commercial and industrial finishes contractor.

An inaugural faculty director will lead the design and implementation of the institute's programs.

"Students are passionate about social justice, and the Marcon Institute will provide an important way for them to be deeply engaged and have an impact, doing things that make a difference in our community," said Provost Nathan Urban. "It will shape both their undergraduate experience and their lives after Lehigh. It will allow Lehigh to be a catalyst for promoting social justice in the region and prepare students to be agents for change."

The Marcon Institute is part of Lehigh's

efforts to advance its diversity, inclusion and equity goals and to continue to build an inclusive Lehigh community. The university aims to remove roadblocks and biases that stand in the way of success and to foster a deeper sense of belonging for students, faculty, staff, alumni and other community members.

Lehigh identified four priorities as part of its Diversity, Inclusion & Equity Plan: Enhance its culture, improve the institutional infrastructure, diversify faculty and staff, and expand student access and support.

Lehigh implemented programming that includes weekly campuswide Community Conversations About Race hosted by the Office of Multicultural Affairs. It also developed and established a new Chosen Name Policy and Policy for Designating Gender Identity and Legal Sex and convened the Lehigh University Police Department Review Committee to strengthen relationships between the police department and the Black, Indigenous and People of Color (BIPOC) communities of Lehigh and the surrounding community.

Additionally, Lehigh expanded support for diverse and underrepresented undergraduate and graduate students through new programs, including those supporting women in STEM and first-generation students.

Developing a More Diverse STEM faculty

Lehigh joined a three-year institutional change effort to develop inclusive faculty recruitment, hiring and retention practices. The Association of Public and Land-grant Universities co-leads the effort, known as Aspire: The National Alliance for Inclusive & Diverse STEM Faculty, along with the Integration of Research, Teaching and Learning. Lehigh is one of 19 universities to join the new cohort.

The effort is aimed at ensuring all STEM faculty use inclusive teaching practices and that institutions increase the diversity of their STEM professoriate.



Using Virtual Reality to Transform STEM Culture

Social psychologist Valerie Jones Taylor, an assistant professor with a joint appointment in psychology and Africana studies, was awarded a National Science Foundation CAREER grant to explore the effectiveness of using virtual reality as a tool in combating negative interracial interactions and, ultimately, transforming STEM culture.

Through laboratory experiments and a longitudinal field study, Taylor and her team are testing the efficacy of examining STEM-related interracial interactions in virtual reality compared to real-life interactions; identifying the number and type of virtual reality interracial contact necessary to improve racial attitudes and behavior in STEM; and examining whether repeated virtual reality interracial contact leads to improved intergroup relations and increased racial and ethnic minority representation in STEM (science, technology, engineering and math) fields.



\$5 Million Gift in Support of Global Initiatives

The Iacocca Family Foundation made a \$5 million gift to endow the Iacocca Institute and support global initiatives.

The Lee A. Iacocca Institute Endowment Fund was established as a matching gift of \$4 million. An additional \$1 million match supports Lehigh's overall global initiatives. Ultimately, when the match is fully realized, the Iacocca Institute will benefit from philanthropic investments totaling \$8 million, while the university's global initiatives will receive \$2 million.

The gift furthers the legacy of the late Lee Iacocca '45 and his vision of international educational leadership. "He felt it was important to get people together, to have them communicate and work together, because that's how you understand someone else's culture," said Iacocca's daughter and president of the Iacocca Family Foundation, Kathryn Iacocca Hentz.

Cheryl Matherly, vice president and vice provost for international affairs, said the endowment will continue "the rich tradition that Lee Iacocca began when he funded the Iacocca Institute, Global Village and the Iacocca International Internship program, at a time when universities were not really thinking about experiential international learning. So many of the programs that make Lehigh a globally engaged institution have come from his vision."

The Iacocca Institute leads innovative programs that combine immersion in an extremely diverse living community with learning experiences in leadership, entrepreneurship and more. It provides year-round online and summer residential programs for adults and high school students from the United States and around the world.

The institute's flagship program, the Global Village, launched in 1997 and has more than 2,300 alumni from 141 countries.

International Education Initiatives

For its "overall excellence" in integrating international education across campus, Lehigh was awarded the 2021 Senator Paul Simon Award for Comprehensive Internationalization by NAESA: Association of International Educators. Lehigh was one of five institutions recognized for its progress toward comprehensive internationalization, especially for using innovative and creative approaches.

"Lehigh's international education program advances the university vision to prepare graduates to engage with the world and lead lives of meaning," said Cheryl Matherly, vice president and vice provost for international affairs.

The Global Lehigh initiative builds on Lehigh's strengths, which include interdisciplinary education, experiential learning and a distinctive international portfolio. Even in a year marked by border closures and travel restrictions, Lehigh students, staff and faculty continued to be involved with international programs and collaborations.

More than 1,700 people around the world joined programs from the Lehigh-United Nations Partnership, 160 people participated in Iacocca Institute programs, and Lehigh expanded its network in India with new partnerships with the Indian Institute of Technology Bombay in Mumbai and the Indian Institute of Technology Kharagpur. The Lehigh-United Nations Partnership launched an externship with the International Labour Organization for 60 students to study topics such as human trafficking, fair wages and the impact of artificial intelligence on work, and Study Abroad designed a six-week virtual internship in public health in Kenya with partner SIT Study Abroad. Overall, more than 250 students completed virtual education abroad experiences in 2020-2021.

Now, while international travel is resuming, OIA is using the success of these virtual programs to think beyond physical travel and expand opportunities for meaningful "globally minded" learning opportunities.



Lehigh Launch

The inaugural class of Lehigh Launch, an experiential, integrated learning experience for intellectually curious and independent students, traveled to the Rocky Mountains' Wind River Range in Wyoming for a three-week backpacking expedition at the end of the Spring 2021 semester, following a course of study on Lehigh's campus. The students lived and took classes in the wilderness, while learning leadership and communications skills through a Lehigh partnership with the National Outdoor Leadership

School (NOLS).

With pandemic restrictions loosening in Fall 2021, the experience for first-year students of any major expanded to include the fields, ponds and lakes of New Mexico. Students still spent approximately six weeks in Wyoming split between backpacking with NOLS and classroom- and field-based learning with Lehigh faculty.

For Fall 2022, Lehigh plans to add an international component, offering two locations: the American West and Ecuador/Galapagos Islands.

Streamlining Waste to Energy

The Lehigh University Energy Research Center was awarded a \$3.5 million project by the U.S. Department of Energy (DOE) for the development of advanced technology for rapid detection and analysis of municipal solid waste streams.

The project is part of a \$34 million effort from DOE's Bioenergy Technology Office to support high-impact research and development to improve and produce biofuels, biopower and bioproducts.

Lehigh will lead a team that includes the Energy Research Company, Department of Energy's National Energy Technology Laboratory, ThermoChem Recovery International, Covanta Energy, the University of Toledo, and SpG Consulting. Lehigh participants include Dr. Carlos Romero (principal investigator); Zheng Yao, research scientist at Lehigh's Energy Research Center, and Farrah Moazeni, a faculty member in Lehigh's Department of Civil & Environmental Engineering.

The team will work on streamlining one of the most complex aspects of the waste-to-bioenergy process: analysis of the material. The project will bring together two types of leading-edge spectroscopy: Laser Induced Breakdown Spectroscopy (LIBS) and Raman Spectroscopy, in combination with artificial intelligence (AI).

The technology is designed to provide rapid,

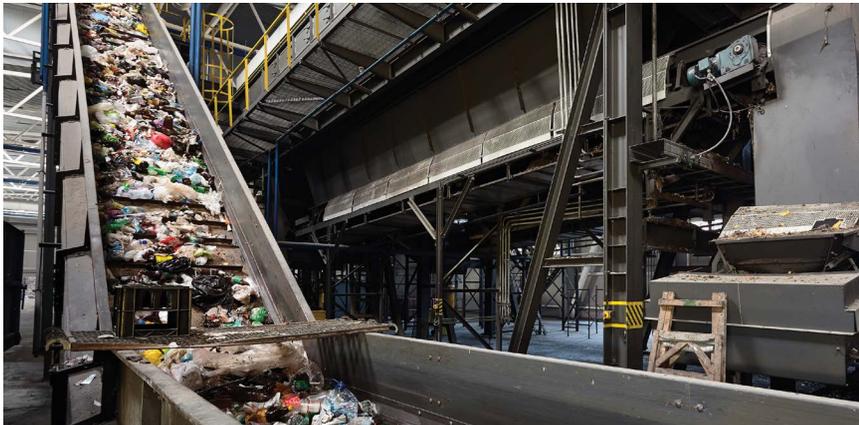
in-situ characterization of municipal solid waste feedstock, providing critical characterization and chemical analysis data in minutes for feed-forward process control of downstream biofuel production processes. The project includes the development of hardware and software elements that, together, will be capable of improving municipal solid waste characterization throughput over baseline methods by at least 25%.

The Lehigh University Energy Research Center and the Energy Research Company have previously worked on a method of using LIBS and AI to better analyze coal for power generation.

Romero said waste-to-energy producers need an accurate analysis of the waste material in any given lot.

"The team's innovative LIBS-Raman Spectroscopy, combined with AI, has the potential to significantly improve the accuracy of the analysis as well as the speed at which it occurs, while facilitating the incorporation of this information into the bioenergy reactor process control," says Romero.

The project could lead to an easier and less costly process, making waste-to-energy a more attractive alternative to landfills and moving the U.S. closer to a sustainable waste-processing approach.



West Coast Connections

In a West Coast partnership, Lehigh is contributing research and community outreach to a California state-funded project to install a microgrid for charging zero-emission vehicles in Silicon Valley.

The project, on a list to be funded with a \$4.68 million grant by the California Energy Commission, will provide a state-of-the-art charging infrastructure for the Santa Clara Valley Transportation Authority (VTA) to fuel the agency's fleet of battery-electric transit buses.

Lehigh students and faculty will engage local and disadvantaged communities on the benefits of transit electrification and infrastructure, and evaluate and identify approaches to make the charging infrastructure resilient in the face of outages, fire hazards and other disruptions, with support from Lehigh's Institute for Cyber Physical Infrastructure and Energy (I-CPIE) and Western Regional Office, which arranged the partnership.

Students will develop optimization models for VTA charging decisions and work with VTA and local emergency medical services and fire departments to evaluate emergency management plans.



Award-Winning Sustainability

As Lehigh began implementing its 10-year Sustainability Strategic Plan 2030, an interdisciplinary and interdepartmental effort creating a long-term vision for sustainability at the university, it received a 2021 U.S. Department of Education Green Ribbon School Postsecondary Sustainability Award.

The award recognizes Lehigh's contributions across three pillars: reducing environmental impacts and costs, improving the health and wellness of the school, students and staff and ensuring effective environmental and

sustainability education. Lehigh was the Pennsylvania Department of Education's sole higher education nominee and one of just five postsecondary institutions across the nation honored.

Included in Lehigh's submission was the adoption of its Sustainability Strategic Plan 2030.

For the first time, Lehigh also received a gold rating from the Association for the Advancement of Sustainability in Higher Education, improving on the silver rating it received each of the last five years.



50 Years of Coeducation

Lehigh marked 50 years of undergraduate coeducation with Soaring Together, a yearlong celebration of the impact and contributions of Lehigh women—past, present and future. In first-person accounts of their time on campus, five alumnae—each representing a decade of undergraduate women at Lehigh—shared their experiences in a special report online and in the alumni *Bulletin*. Collectively, their stories painted a larger picture of how women helped to transform Lehigh and how they continue to contribute to their communities and society.

Though women had been taking classes at Lehigh since 1902 and had been accepted as graduate students since 1918, the decision to open up Lehigh to female undergraduates was a significant step forward in Lehigh’s storied history. The first group of female undergraduates, 169 women in all, arrived in Fall 1971. Today, women represent 46% of Lehigh’s undergraduate population. Additionally, 33% of the university’s living alumni are women, and 36% of the faculty are women. Lehigh women are deans, educators, entrepreneurs, researchers, artists and more.

As part of the initiative, the university identified “Defining Moments” from the past five decades that explored the impact of coeducation on today’s Lehigh and imagined the possibilities for the future, in areas that included leadership, research, athletics, gender equity, Greek life and community service, and women in technology. Additionally, Lehigh’s

colleges shared stories about alumnae and celebrated their impact in the workplace.

A key event was a Soaring Together panel discussion of alumnae leaders in October that was part of Lehigh’s Leadership Recognition Dinner. The panel included Renee Washington ’16G, an analyst and reporter for ESPN, as moderator; Sandra Denton ’83, vice president of channels and partnerships for Pipefy; Cathy Engelbert ’86 ’23P, commissioner of the WNBA; and Jackie Krasas ’87, provost for faculty affairs.

Lehigh’s Rally, a long-standing tradition at the university, also took on special significance at the start of the Fall 2021 semester when Lehigh’s first-ever coed class, the Class of 1975, adopted the incoming Class of 2025 in an hour-long ceremony on the Clayton University Center lawn. It also marked the first time that a woman alum had represented a class at the ceremony.

Soaring Together continues to provide a platform for research, scholarship, and discourse around issues related to women, gender and society. In addition, the celebration provides an opportunity to explore new ways to support women and to strengthen the university and its community of students, faculty, staff and alumni.

Podcasts, lectures, exhibits and panel discussions are among the programming. Lehigh also encourages alumni to share their stories related to coeducation and its celebration of the accomplishments of Lehigh women.

LUAG to Help Combat Vaccine Hesitancy

Lehigh University Art Galleries was among 51 museums, libraries and tribal organizations across the U.S. to receive a \$10,000 grant to combat vaccine hesitancy as part of the national initiative Communities for Immunity, which is supported by the Centers for Disease Control and Prevention and the Institute of Museum and Library Services. As part of the initiative, which was aligned with LUAG’s Fall exhibition, bilingual information about the vaccine was distributed to local residents, in partnership with community organizations.



Education Research Funding

Three faculty in the College of Education received research funding, including prestigious early career awards, from the Institute of Education Sciences, the arm of the U.S. Department of Education that supports research, statistics and evaluation to ground education practice and policy.

Esther Lindström, assistant professor of special education, received an Early Career Research Award for “Project RISE: Examining Teachers’ Reading Instruction, Supports, and Expertise for Students with Intellectual and Developmental Disabilities.”

Kristi Morin, assistant professor of special education, received a National Center for Special Education Research Early Career Research Award for “Project STAY: Supporting Teachers of Autism in Years 1-3.”

Ethan Van Norman, associate professor of school psychology, received a research grant for “Catch and Release: Predicting Maintenance of Tier 2 Reading Intervention Effects.” Van Norman also received the 2021 Lightner Witmer Award from the American Psychological Association.

A Year in Review

From the opening of new residential facilities to the 157th playing of The Rivalry, these are some key Lehigh moments at a glance.



JANUARY

New Residential Houses

Three new residential facilities—the Singleton, Hitch and Maida residential houses—open to students for the start of the Spring 2021 semester. The houses provide students with state-of-the-art living spaces and foster a vibrant community by integrating a fitness center and multi-use spaces. The complex is the first phase of a two-phase project that will include three additional residential facilities designed to integrate academic and student life.

The Singleton House is named for Charlot and Dennis Singleton '66. Hitch House is named for Julie '20P '21P and Jordan Hitch '88 '20P '21P, and the Maida House is named after Sharon '17P '19P and James Maida '85 '17P '19P.

JANUARY

LehighSiliconValley

The flagship program of the Baker Institute for Entrepreneurship, Creativity and Innovation celebrates its 10th anniversary. It has so far immersed more than 500 Lehigh students in Silicon Valley's entrepreneurial ecosystem.



MARCH

March Madness

For the first time in 11 years, the

women's basketball team qualifies for the NCAA Tournament by winning its fourth Patriot League Championship in program history. The 13th-seeded Mountain Hawks fall to No. 4 West Virginia, 77-53, in the first round.



APRIL

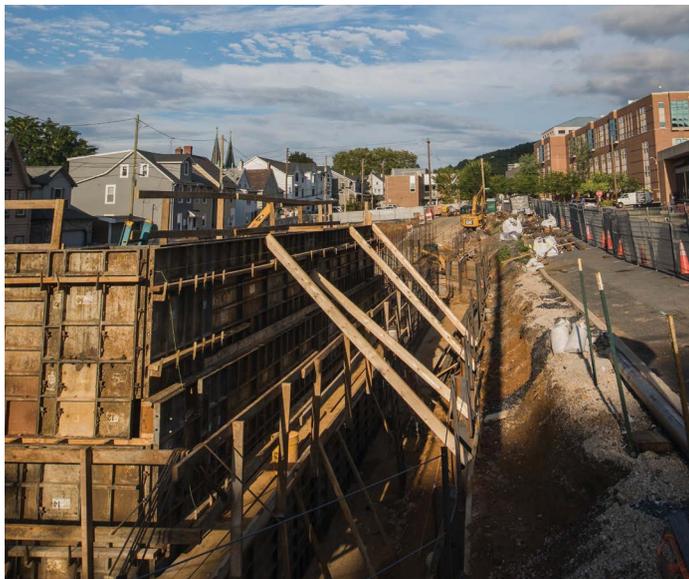
The Rivalry: Spring Edition

Unable to meet in 2020 for the first time since 1896 due to the pandemic, Lehigh and Lafayette football clash in the 156th edition of The Rivalry—the first of two 2021 matchups. The Leopards defeat the Mountain Hawks 20-13 in Easton in the first-ever spring game between the two squads.

APRIL

Endowed Chair

Sam Banks '63 endows a chair in the Department of Industrial and Systems Engineering, one of the highest academic awards that a university can bestow on a faculty member. The \$3.5 million bequest—a future gift from his estate—includes \$2.5 million for the endowed chair and \$1 million for faculty startup and related research costs for the chairholder.



MAY

A Return to In-Person Commencements

After a year of virtual celebrations, Lehigh hosts separate, in-person Commencement ceremonies for the Classes of 2021 and 2020. Former NASA astronaut and Lehigh mechanical engineering and mechanics professor Terry Hart '68 delivers the Commencement address virtually. His message underscores the value of teamwork—not only in getting people to the moon but in helping organizations to succeed.

MAY

New College of Business

Lehigh formally breaks ground on a new 74,000-square-foot building that marks the expansion of the College of Business and ushers in a new era of teaching and learning. The three-story, four-floor building will be infused with technology and will provide students and faculty with flexible, collaborative spaces for learning, teaching and research. It also will be the new home of the Vistex Institute for Executive Learning and Research.

MARCH

Davis Projects for Peace Awards

Two Lehigh student groups receive \$10,000 by winning 2021 Davis Projects for Peace grants. "Promoting Peace: Empowering Ugandan Youth through Education and Sports" is focusing on expanding access to education in Uganda. "Diagnosing Autism in Africa" is developing a culturally appropriate and freely available screening tool for autism in Africa.



APRIL

Hagerman '61 Lecture

Renowned ethicist

Arthur Caplan virtually delivers the Peter S. Hagerman '61 Lecture in Ethics and addresses the ethical challenges of distributing the COVID-19 vaccines, including whether the vaccine rollout was fair or fast enough and whether the vaccines can be mandated for those who refuse them. Lehigh's Center for Ethics sponsored the event.



JUNE

New Center

The College of

Business announces launch of the Center for Digital Marketing Strategy and Analytics to analyze and implement revolutionary approaches to big data, AI, cloud computing and the Internet of Things. The research hub will also provide a platform to encourage dialogue among academics and the business community.

JULY

LUAG Goes Digital

As part of the Lehigh University Art Galleries' digital push, and in an effort to make its outdoor sculpture collection easier to access and enjoy, an overlay was added to the campus map on Lehigh's website featuring thumbnail images and descriptions of each sculpture on the Asa Packer Campus.

LUAG's digital focus has been boosted by a 2020 peer-reviewed federal grant, its second in as many years, from the Institute of Museum and Library Services. The award, totaling nearly \$50,000, is aiding one of LUAG Director William Crow's priorities—digitizing its permanent collection.



OCTOBER

Public Scholars Grant

Seth Moglen, professor of English and Africana studies at Lehigh, receives a Public Scholars grant from the National Endowment for the Humanities to complete a book project tracing Bethlehem's history, from its 18th-century founding to postindustrial present.

OCTOBER

NIH Award

Lehigh's Sickle Cell Anemia Diagnostic Device team wins the National Institutes of Health's Healthcare Technologies for Low-Resource Settings Prize in the Design by Biomedical Undergraduate Teams (DEBUT) Challenge. The team is part of Lehigh's Global Social Impact Fellowship program.

NOVEMBER

Civic Engagement Day

The student-led initiative becomes a reality, with students getting a day off from classes to vote and participate in civic-minded discussions on campus.

JULY

Virtual 'Demo Day'

The Baker Institute for Entrepreneurship, Creativity & Innovation virtually hosts its annual Hatchery "Demo Day" with students presenting their business ideas on venture projects.

JULY

Department of Energy Support

Lehigh's Industrial Assessment Center is one of 32 universities that receives a total of \$60 million in funding from the U.S. Department of Energy (DOE) to assist small- and medium-sized manufacturers in reducing their carbon emissions and lowering energy costs, while training the next generation of energy-efficiency workers.

AUGUST

Population Health

Journalist and public health advocate Joan Lunden becomes the first distinguished scholar-in-residence at the College of Health, where she teaches Population Health and the Media.

AUGUST

Class of 2025 Moves In

The process for first-year students moving into their dorms more closely resembles a traditional Lehigh experience, although some precautions remain in place due to COVID-19.

AUGUST

Artist-in-Residence

Visual artist Shimon Attie arrives on campus as he prepares to create an exhibition on Bethlehem's past and present as the Theodore U. Horger '61 Endowed Artist-in-Residence for the Performing and Visual Arts. As the Department of Art, Architecture and Design's artist-in-residence, Attie will be at Lehigh through Fall 2022.



SEPTEMBER

41st Tresolini Lecture

Coinciding with Constitution Day, which commemorates the signing of the U.S. Constitution, renowned legal scholar Mary Anne Franks virtually delivers the 41st Tresolini Lecture.



SEPTEMBER

Music Master Mentor Program

More than a year after the pandemic disrupted the inaugural Music Master Mentor Program with the Zoellner Arts Center, seven student participants open for famed bassist Bakithi Kumalo at Levitt Pavilion SteelStacks. Kumalo, artist-in-residence at Zoellner Arts Center in early 2020, was mentoring the young musicians and 11 others when the pandemic forced the program online. The students join Kumalo as they open for the *Graceland Experience*.

SEPTEMBER

Gender Equity

The Center for Gender Equity celebrates its 30th anniversary. Previously the Women's Center, it opened in 1991 in Johnson Hall under the recommendation of then-Lehigh President Peter Likins and following a commissioned study on women and minorities.



NOVEMBER

The Rivalry, Part Deux

For the first time since 1944, Lehigh and Lafayette football meet for a second time in the same year. The Mountain Hawks win the 157th edition of The Rivalry, 17-10, at Goodman Stadium.

Financial Report

Included in the following pages are highlights of the University's 2020-2021 fiscal year financial results, as well as key excerpts from the University's consolidated financial statements. One new accounting standard was incorporated into the University's financial statements for its fiscal year ending June 30, 2021. This standard provides guidance regarding the recognition of rights and obligations arising from lease contracts as assets and liabilities on the consolidated statement of financial position and requires expanded qualitative and quantitative disclosures. Operating leases right-of-use assets and liabilities as of June 30, 2021, were \$6.2 million and \$6.2 million, respectively.

Statement of Financial Position

ASSETS

The largest categories within the University's \$3.2 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 12) and experiences growth based on donor support and investment return net of operating distributions. Significant capital projects in process or recently completed include renovations to Chandler-Ullmann Hall, the new Health, Science and Technology Building, and continued progress on new residential housing facilities.

LIABILITIES

The Bonds, Loans and Notes Payable balance of \$505 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 2021, the University's balance sheet also includes a \$45.4 million asset (in Property, Plant and Equipment) and corresponding liability (in Other Liabilities) relating to the SouthSide Commons residential facility that is operated by a third party under the terms of a ground lease.

NET ASSETS

The University's Net Assets balance of over \$2.5 billion is classified as "with donor restrictions" or "without donor restrictions" in accordance with accounting standards. Net assets without donor restrictions are free of donor restrictions but may be designated for specific purposes by action of the Board of Trustees or senior management. Net assets with donor restrictions include net assets with donor-imposed restrictions that may be met by actions of the University or by the passage of time as well as net assets that are subject to permanent donor restrictions. Donors of these assets generally permit the University to use all or part of the investment income on related investments for general or specific purposes in accordance with a board-approved spending policy.

Statement of Activities

OPERATING REVENUES

Net Tuition Revenue and Investment Return comprise the two largest sources of unrestricted operating revenue, representing 56% and 22% of the consolidated total in fiscal year 2020-2021. Tuition and fee revenue is reported net of related scholarships.

Operating Investment Return includes \$69.5 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 significant market fluctuations. While the \$69.5 million of distributed earnings from the university endowment must be used according to the specified purpose of each fund, the payout touches all areas of the university and demonstrates the ongoing commitment to financial aid with more than 46 percent of the university's donor restricted endowment designated for scholarships and fellowships. In fiscal year 2021, need-based financial aid was provided to more than 40 percent of undergraduate students, with an average institutional aid award of just over \$37,712.

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. Salaries and benefits comprise almost one-half of the University's annual operating expense.

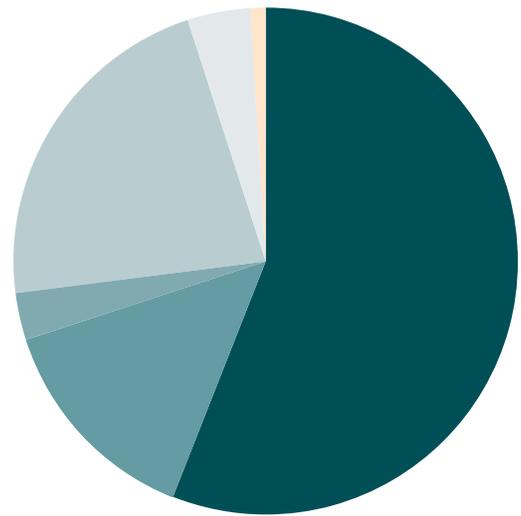
NONOPERATING ACTIVITY

Nonoperating 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 from endowment net of earnings distributed for operations.

Fiscal Year 2020–2021 Operating Revenue Sources

(\$ in thousands)

● TUITION & AUXILIARIES	\$ 220,406	56%
● GRANTS & CONTRACTS	54,929	14%
● CONTRIBUTIONS	13,011	3%
● INVESTMENT RETURN	85,497	22%
● INDEPENDENT OPERATIONS	13,149	4%
● OTHER SOURCES	3,668	1%
	\$ 390,660	100%



Fiscal Year 2020–2021 Operating Expense by Functional Category

(\$ in thousands)

● INSTRUCTION	\$ 149,116	38%
● RESEARCH	44,046	11%
● PUBLIC SERVICE	2,987	1%
● ACADEMIC SUPPORT	33,484	9%
● STUDENT SERVICES	32,843	8%
● INSTITUTIONAL SUPPORT	81,634	21%
● AUXILIARY ENTERPRISES	35,409	9%
● INDEPENDENT OPERATIONS	11,127	3%
	\$ 390,646	100%



Fiscal Year 2020–2021 Operating Expenses by Natural Category

(\$ in thousands)

● SALARIES & WAGES	\$ 185,972	48%
● EMPLOYEE BENEFITS	44,727	11%
● PURCHASED SERVICES	30,144	8%
● OCCUPANCY	30,217	8%
● DEPRECIATION	34,300	9%
● INTEREST	11,937	3%
● INDEPENDENT OPERATIONS	11,127	3%
● OTHER BUSINESS EXPENSES	42,222	10%
	\$ 390,646	100%



Endowment Review

The Endowment earned +35% for fiscal year 2021, net of all fees. The fiscal year was a remarkable period with the portfolio generating over \$575 million in investment gains, resulting in an ending endowment value of \$1.8 billion.

All asset classes generated significant positive performance during the period with the exception of the treasury portfolio, which was marginally negative due to increasing rates. The portfolio's strong performance was driven by private equity, which returned +70%, and public equity, which returned +40%, for the fiscal year. Within private equity, venture capital and growth equity were the top performers. Our exposure to both of these areas has meaningfully increased over the last several years as we continue to see a tremendous pipeline of largely technology-focused startups with highly attractive growth potential. Looking forward, we expect the significant growth in endowment assets to provide us with greater flexibility in our asset allocation to take advantage of illiquidity premiums in private markets.

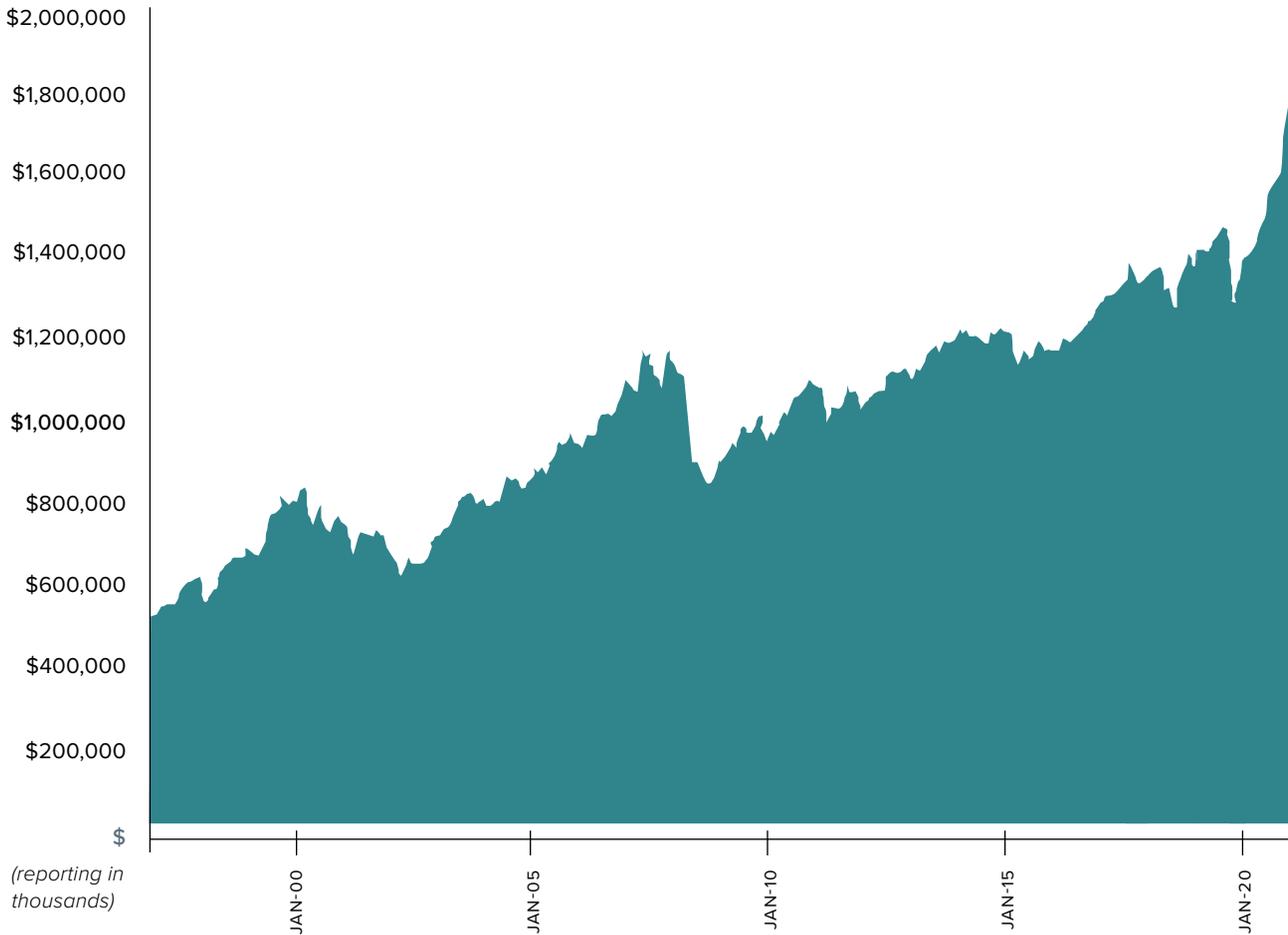
While investors were rewarded for equity exposure during the year, we were encouraged to see returns in the mid-teens for our diversifying asset classes, including absolute return and real estate. These investments are meant to provide a consistent return, uncorrelated to broader equity markets. Real estate, in particular, saw a rebound from 2020 lows led by investments in industrial and multi-family assets. We continue to increase our exposure to uncorrelated opportunities where we can generate an attractive return that is less reliant on equity markets or rates.

Lehigh Endowment Target Asset Allocation



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

Endowment Fund Growth History



Lehigh University

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

June 30, 2021

(with summarized comparative financial information for June 30, 2020) (in thousands)

ASSETS	2021	2020
Cash and cash equivalents	\$ 54,709	70,603
Accounts receivable, net	18,479	13,035
Prepaid expenses and other assets	6,609	6,120
Contributions receivable, net	35,074	41,126
Notes receivable, net	9,217	9,708
Investments	2,419,105	1,841,856
Funds held in trust by others	5,941	4,846
Property, plant and equipment, net	671,421	606,937
Total assets	\$ 3,220,555	2,594,231

LIABILITIES AND NET ASSETS	2021	2020
Accounts payable and accrued expenses	\$ 44,971	47,440
Deferred revenues	14,180	16,910
Annuity payment obligations	18,076	17,634
Other liabilities	121,405	132,894
Bonds, loans and notes payable	505,244	362,491
Total liabilities	703,876	577,369
Net assets:		
Without donor restrictions	1,212,498	992,596
With donor restrictions	1,304,181	1,024,266
Total net assets	2,516,679	2,016,862
Total liabilities and net assets	\$ 3,220,555	2,594,231

Lehigh University

CONSOLIDATED STATEMENT OF ACTIVITIES

Year Ended June 30, 2021

(with comparative financial information for year ended June 30, 2020) (in thousands)

SUPPORT AND REVENUES	2021			2020
	Without Donor Restrictions	With Donor Restrictions	Total	
Tuition and fees, net	\$ 199,110	—	199,110	207,775
Federal grants and contracts	41,825	—	41,825	32,192
State and local grants and contracts	9,303	—	9,303	7,333
Private grants and contracts	3,801	—	3,801	4,400
Contributions	13,011	—	13,011	11,923
Investment return, net	85,497	—	85,497	89,462
Auxiliary enterprises, net	21,296	—	21,296	35,299
Independent operations	13,149	—	13,149	8,442
Other sources	3,668	—	3,668	9,010
Net assets released from restrictions	3,359	(3,359)	—	—
Total support and revenues	394,019	(3,359)	390,660	405,836
EXPENSES				
Salaries and wages	185,972	—	185,972	182,140
Employee benefits	44,727	—	44,727	58,250
Purchased services	30,144	—	30,144	32,591
Occupancy	30,217	—	30,217	32,204
Depreciation	34,300	—	34,300	31,731
Interest	11,937	—	11,937	11,088
Independent operations	11,127	—	11,127	10,650
Other business expenses	42,222	—	42,222	47,493
Total expenses	390,646	—	390,646	406,147
Operating income (loss)	3,373	(3,359)	14	(311)

Lehigh University

CONSOLIDATED STATEMENT OF ACTIVITIES (CONTINUED)

Year Ended June 30, 2021

(with comparative financial information for year ended June 30, 2020) (in thousands)

NONOPERATING ACTIVITY	2021			2020
	Without Donor Restrictions	With Donor Restrictions	Total	
Investment return, net				
University	\$ 192,276	267,927	460,203	(53,929)
Independent operations	5,573	—	5,573	2,517
Gifts and trusts	2,930	20,702	23,632	29,273
Net assets released from restrictions and changes in donor intent	5,817	(5,817)	—	
Change in fair value of interest rate swaps	11,732	—	11,732	(15,101)
Post-retirement plan changes other than net periodic benefit cost:				
University	1,618	—	1,618	(4,378)
Independent operations	46	—	46	(132)
Net periodic benefit costs other than service costs:				
University	(1,850)	—	(1,850)	(1,952)
Independent operations	(57)	—	(57)	(61)
Other	(1,556)	462	(1,094)	(1,850)
Nonoperating income	216,529	283,274	499,803	(45,613)
Change in net assets	219,902	279,915	499,817	(45,924)
Net assets, beginning of year	992,596	1,024,266	2,016,862	2,062,786
Net assets, end of year	\$ 1,212,498	1,304,181	2,516,679	2,016,862



Let's GO: A Campaign Update

It's a time for new beginnings at Lehigh, with a new president and provost, exciting new initiatives, and milestone GO moments. But every beginning starts with just one—one moment, one gift, one research project, one scholarship ... one person taking action to have impact. Each beginning builds to something great, leaving a lasting impact on a scholarship recipient, a field, a program, and even a Lehigh generation yet to come.



BY THE NUMBERS

\$751M

Raised toward \$1 billion-plus campaign goal

31%

Alumni engaged toward 50% campaign goal

270

New endowed scholarships since the start of the campaign

7,800

Alumni, parents and friends support the Lehigh Fund on average each year

LEHIGH ALUMNI ENGAGEMENT:

Better Together

Bringing alumni and friends together is a primary goal of GO: The Campaign for Lehigh. In 2021, Lehigh alumni were able to return to some traditional in-person experiences while continuing to engage digitally. The Rally returned to the Clayton University Center lawn, where Lehigh celebrated 50 years of undergraduate coeducation, with the first woman to represent an adopting class, Karen Stuckey '75. Founder's Weekend featured the in-person inauguration of President Joseph J. Helble '82, the return of the

Leadership Recognition Dinner, and a weekend full of festivities that brought Lehigh's vibrant community together.

At the same time, the university launched Lehigh Lessons, a fully digital program of teachings by alumni for alumni, hosted a virtual 5K, and offered a new online telecast Fan Pack for The Rivalry. Plus, professional alliances continued to gather on Slack and Zoom, and Lehigh Connects produced thousands of interactions among alumni and students.

GO Moments

HERE ARE A FEW EXAMPLES OF HOW DONORS ARE MAKING A DIFFERENCE.



Charles Marcon
MARCON INSTITUTE

To establish an institute dedicated to research and study that influences perspectives, practices and policies on racial justice, and to prepare and deploy undergraduate scholars to work alongside community partners to enact change in the arena of social justice.



Beall Fowler '59
'85P '89P '16GP
COMMUNITY VOICES CLINIC

To fund the Community Voices Clinic, a school-based mental health clinic established in 2012 through a partnership between Lehigh's counseling psychology program, the Bethlehem Area School District and Resolve Mental Health Services.



Iacocca Family
Foundation
IACOCCA INSTITUTE

A matching gift to support continued success in training the global leaders of the future, expand into new global regions, increase access to leadership training and drive new innovations in global leadership education.



Evelina Taber '93
NEW BUSINESS
BUILDING

In support of the Lehigh Business building, which will offer collaborative spaces and innovative technology to prepare talented students for excellence.



Cathy Engelbert
'86 '23P
LEAD SCHOLARS PROGRAM

LEAD will bring together cohorts of women and male student-athlete advocates in a development program that empowers and impacts women student-athletes, staff and girls in the community.



John '04 and Chrissie
McDonough '04 '16G
LEHIGH FUND

To make the Lehigh experience possible for the best students, regardless of financial background, and enrich Lehigh's reputation and its hallmark learning and living experience.

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