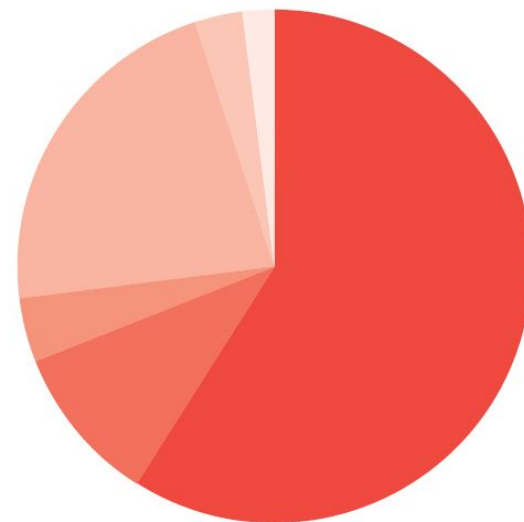


Fiscal Year 2018-2019 Operating Revenue Sources

(\$ in thousands)

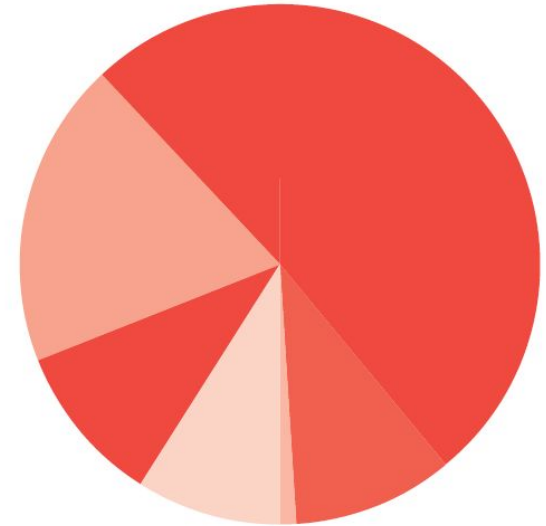
TUITION & AUXILIARIES	\$ 240,968	59%
GRANTS & CONTRACTS	41,391	10%
CONTRIBUTIONS	14,326	4%
INVESTMENT RETURN	90,948	22%
INDEPENDENT OPERATIONS	11,441	3%
OTHER SOURCES	9,827	2%
	<hr/>	
	\$ 408,901	100%



Fiscal Year 2018-2019 Operating Expense by Functional Category

(\$ in thousands)

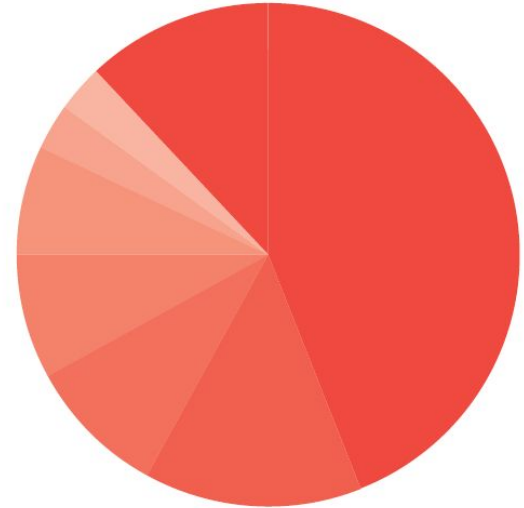
INSTRUCTION	\$ 160,521	39%
RESEARCH	43,945	10%
PUBLIC SERVICE	3,015	1%
ACADEMIC SUPPORT	39,298	9%
STUDENT SERVICES	40,365	10%
INSTITUTIONAL SUPPORT	77,255	19%
AUXILIARY ENTERPRISES	40,581	10%
INDEPENDENT OPERATIONS	10,458	2%
	<hr/>	
	\$ 415,438	100%



Fiscal Year 2018-2019 Operating Expense by Natural Category

(\$ in thousands)

■ SALARIES & WAGES	\$ 180,186	44%
■ EMPLOYEE BENEFITS	59,508	14%
■ PURCHASED SERVICES	35,753	9%
■ OCCUPANCY	34,274	8%
■ DEPRECIATION	29,997	7%
■ INTEREST	13,636	3%
■ INDEPENDENT OPERATIONS	10,458	3%
■ OTHER BUSINESS EXPENSES	51,626	12%
	<hr/>	
	\$ 415,438	100%



Other important information

- Lehigh's discount rate is about 30%
 - Meaning that the average student pays about 70% of the published tuition rate
- We spend > \$100M each year on financial aid
- Average student debt at graduation - \$23,000
 - Highest family income students have higher average debt
- Lehigh's financial return on investment over 30 years ranks 26th in the country

Tentative budget priorities for next year

Revenue

- Enrollment - grad and undergrad
 - Retention
 - Recruitment

Investments/expenditures

- Strategic hires
- Restoring retirement contributions
- Strategic investments
 - Using our remote teaching capacity
 - Health Science and Technology