



MAKING STRONG COLLEGES  
STRONGER  
THROUGH COLLABORATION

ANNUAL REPORT: 2015-2016



## WELCOME FROM THE LVAIC EXECUTIVE DIRECTOR

The Lehigh Valley Association of Independent Colleges (LVAIC) exists to advance collaboration across our member institutions and we aspire to hear them report that they are each stronger and more distinctive due in part to the benefits they achieve through this collaboration. Our activities, focused on our strategic priorities of professional excellence, programmatic sharing and synergy, and operating efficiencies, provide expanded and enhanced opportunities for faculty, staff, and students and free resources to support campus-specific programs.

Much of our work this year has been directed at strengthening the foundation for future collaborations. For LVAIC, the foundation is the culture of collaboration that exists across our community. True collaboration can be hard, scary work. It almost always involves change – either doing something old differently or doing a new and different thing. The foundation of collaboration is rooted in strong communications and resilient relationships that foster trust and an environment supportive of the risks change brings.

Much of what we report this year is about our activity to strengthen this culture. We are pleased to report on the numbers of faculty, staff, and students participating in LVAIC programs and activities. We believe these numbers are indicators of the value they are finding in this collaborative community.

As we write this report, the LVAIC community is beginning the new academic year. We look forward to continuing to build our culture of collaboration and to take our collaborative efforts to a higher level in this next year.

Diane R. Dimitroff

LVAIC Executive Director

The Lehigh Valley Association of Independent Colleges includes

**1,962**

Faculty

+

**3,077**

Staff

+

**13,988**

Students

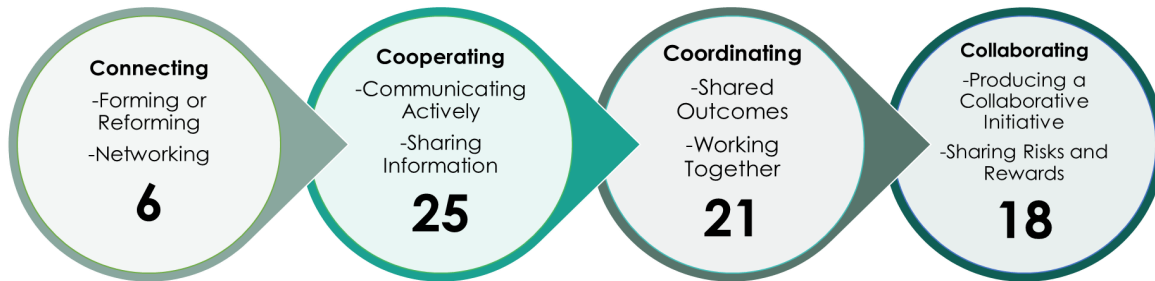
on the campuses of Cedar Crest College, DeSales University, Lafayette College, Lehigh University, Moravian College, and Muhlenberg College.

## Culture of Collaboration

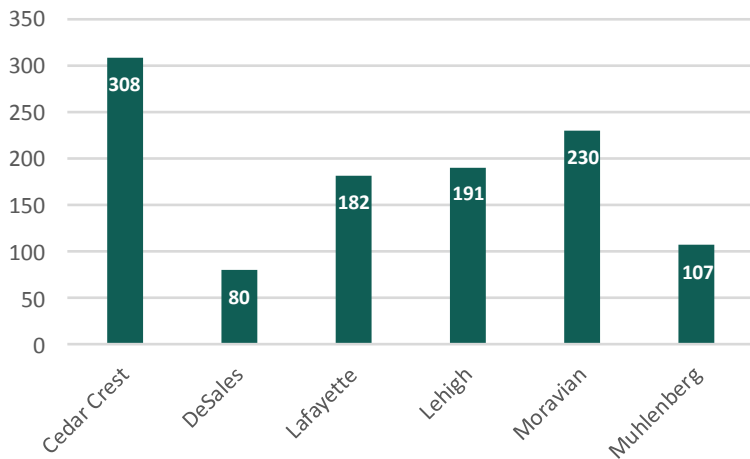
**70** Communities of Practice with  
**418** participants from  
**6** campuses

Trust and relationships are the foundation of collaboration. The LVAIC community fosters these through cross-institutional peer groups called Communities of Practice (COPs). These COPs develop and function across a spectrum of collaboration. (See the LVAIC-developed rubric [here](#).) The chart below reflects the degrees of collaboration experienced by the 2015-16 cohort of COPs.

Communities of Practice: Degrees of Collaboration



## High-Performing Faculty and Staff



Faculty and Staff Participants by Campus

### LVAIC Professional & Faculty Development

LVAIC coordinates and sponsors several major programs and events targeted at professional and faculty development. This year's programs, including the Department Chair Conflict Management Training, Digital Tools for Teaching and Learning in the Liberal Arts Workshop, Campus Police Cultural Competency Training, Title IX/Compliance, and professional development activities engaged **1,098 faculty and staff participants**. The graph to the left displays the number of faculty and staff participants for the LVAIC-coordinated programs from this year.

\*Note: Cedar Crest College required all faculty and staff to participate in mandatory reporting training. Each campus approached participation for this program differently.

### Teagle Hybrid Learning Grant (2014-2018)

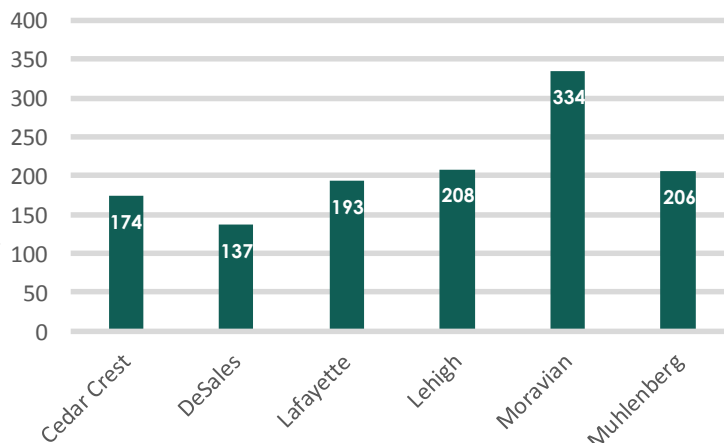
Among LVAIC's programs this year was the Teagle Hybrid Learning Grant. This grant funds the role of the LVAIC Instructional Designer and develops collaborative hybrid initiatives – from modules and supporting material development to full, cross-campus, collaborative courses.

**4** project groups of  
**16** faculty from  
**6** campuses built  
**4** courses and  
**5** modules impacting  
**322** students.

## Collaborative Curricular and Co-Curricular Programs

### LVAIC Funded Programs

LVAIC separately funds several collaborative programs each year through a microgrant process. This year, LVAIC funded 17 programs with \$53,670 that yielded **1,252 faculty, staff, and student participants** in educational conferences and collaborative projects. The graph to the right displays how many faculty, staff, and student participants attended funded program events from each campus.



Faculty, Staff, and Student Participants by Campus

**\$53,670** FUNDING FOR **17** COLLABORATIVE PROGRAMS

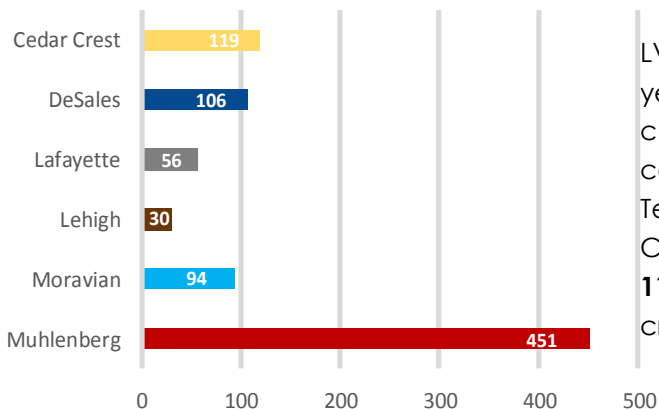
### LVAIC Collaborative Programs

Follow the links to see photos from each of the events and programs that showcase the collaborative efforts of the LVAIC community.

- [Lehigh Valley Research Consortium - State of the Lehigh Valley: Community Trends at a Glance](#)
- [LVAIC Sustainability Initiative](#)
- [Lehigh Valley Collegiate Career Expo](#)
- [LVAIC Counselors Tour](#)
- [Teagle Hybrid Learning Grant: Video Workshop](#)
- [LVAIC Digital Tools for Teaching and Learning in the Liberal Arts](#)
- [LVAIC Student Affairs Workshop: Surviving to Thriving](#)



### Student Engagement with LVAIC Programs



Student Participants by Campus

LVAIC programs and initiatives engaged **856 students** this year. Numbers of participants by campus are shown in the chart to the left. These programs included curricular and co-curricular programs, including educational conferences, Teagle Hybrid Learning Grant courses, and the Lehigh Valley Collegiate Career Expo. These numbers do not include the **115 traditional undergraduate students** who participated in cross registration, which is outlined in the next section.

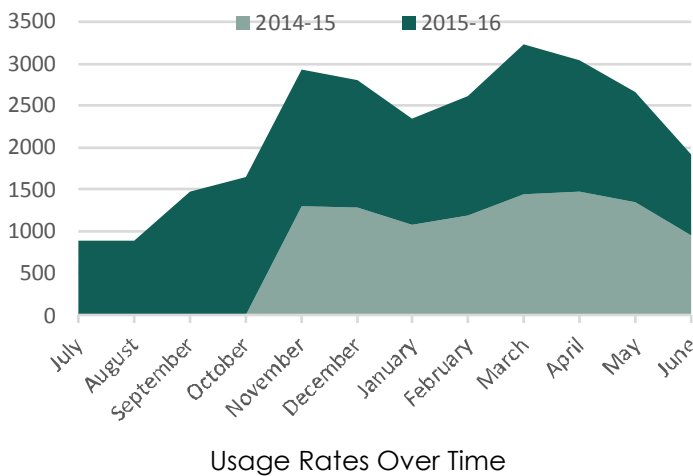
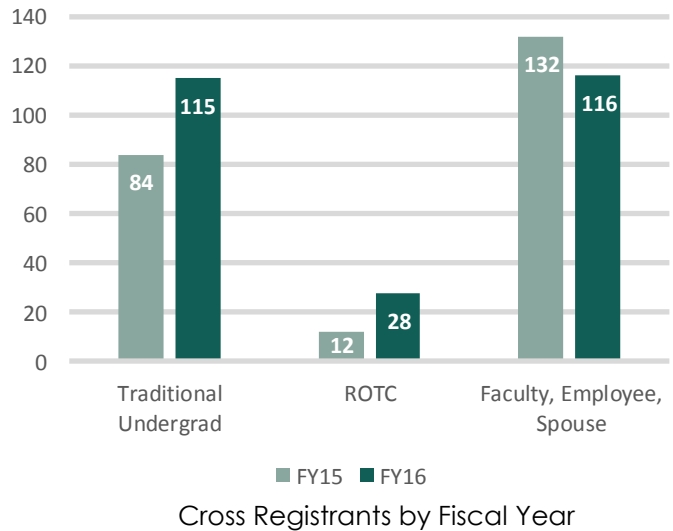
\*Note: Muhlenberg College's participation is largely driven by the Teagle Hybrid Learning Grant courses.

## Cross Registration Program

This year, **cross registration increased by 14%** with a **37% increase in traditional undergraduate students.**

Moreover, there were 228 cross registrants in 233 courses in FY15 and 259 cross registrants in 272 courses in FY16. The breakdown of these participants is shown on the chart to the right.

This increase is due in part to an additional course offering at Cedar Crest College in Anatomy and Physiology specifically for cross registration overflow. The LVAIC staff facilitates the fee exchange process among the campuses and the cross registration system is hosted on the LVAIC website.



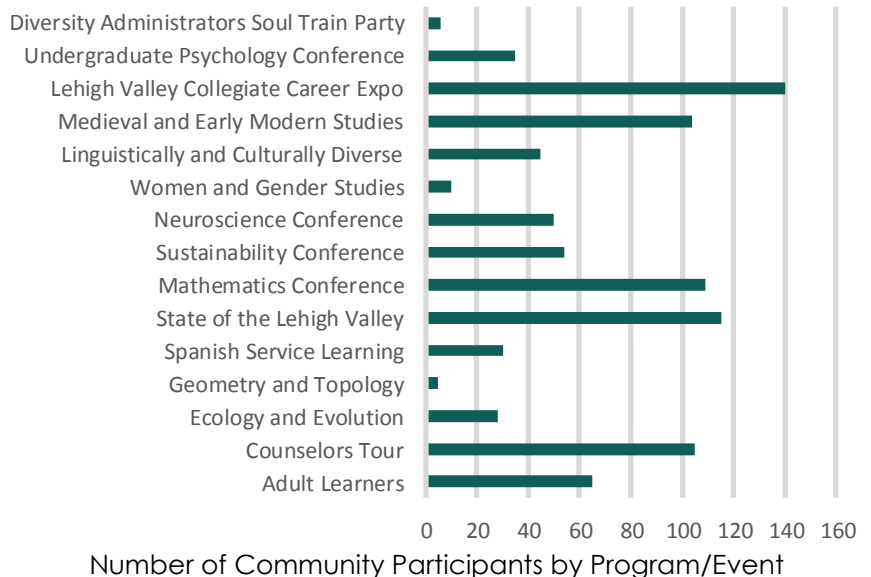
## Interlibrary Loan

LVAIC libraries collaborate with each other and the three public libraries (Allentown, Bethlehem, and Easton) for shared library services of books and materials. This year shows growth in usage of the program with monthly numbers increased by 300 items per month. Note that each book is moved twice—once to be delivered to the borrowing campus and once to be returned to the home campus. The numbers reflect each time an item moved.

This data collection began in November 2014. The total number of moves for books and materials by the LVAIC courier this year was 16,370 with an **average cost of \$0.84 per item** to run the program. The graph above displays how the usage rates have increased over time with an expected decrease while classes are not in session. Usage is spread across the participating campuses and community libraries.

## Community Connections and Student Engagement

During the year, LVAIC has several programs which connected member campuses to the local community, including the LVRC's State of the Lehigh Valley: Community Trends at a Glance, the Annual LVAIC Counselors Tour, the Lehigh Valley Collegiate Career Expo, and numerous funded programs. The chart to the right shows the breakdown of the **901 community members** who participated in each event.



# Operating Effectiveness

## Joint Purchasing Program

Over the 2015-2016 year, LVAIC worked to refine the parameters for the Joint Purchasing Program. We identified that the best value-add for our members to work on a joint purchase together occurs:

- When a local vendor is preferred.
- When a specific term or condition is preferred that is not included on a more competitive contract.
- When shared learning and decision-making is of value, even if an identical product or service is not procured at the end of the process.

This year, the LVAIC Joint Purchasing Program switched office supply vendors to W.B. Mason. Participating campuses had an overall savings of

# 12%

# 23

# ACCOUNT FOR \$8.1M WITH AN

Preferred Supplier Agreements

spending from participating campuses

# 82%

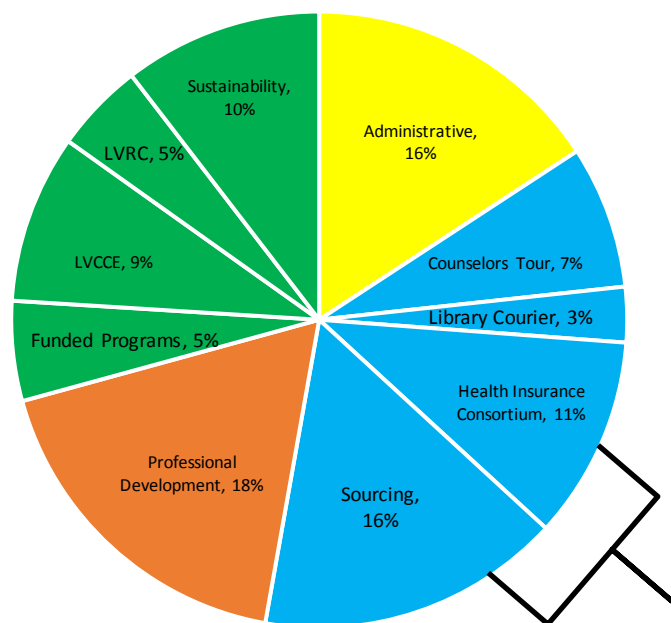
average participation rate from member campuses in every contract.

## Health Insurance Consortium

The LVAIC health insurance consortium is a self-funded program providing bargaining leverage and cost savings. Founding member campuses include DeSales University, Moravian College, and Muhlenberg College. This year, Cedar Crest College joined the consortium.

Calendar Year	Spending	Employees	Contracts
2014	\$12.9M	1,007	1,727
2015	\$16.1M	1,224	2,056

LVAIC Expenses by Initiative



## LVAIC Expenses

LVAIC expenditures totaled \$1.3M this fiscal year. The breakdown of this spending is portrayed in the graph to the left. The blue-shaded items directly correspond to the operating effectiveness initiative (37% total). The orange professional development slice portrays spending on activities aimed at the high-performing faculty and staff initiative (18% total). The green-shaded slices show spending on sharing and synergy of expertise and resources (29% total). Administrative expenses were 16% of total spending.

# + \$24.5M

IN COLLABORATIVE SPENDING BETWEEN THE JOINT PURCHASING PROGRAM AND HEALTH INSURANCE CONSORTIUM

## **Vision**

Making strong colleges stronger through collaboration.

## **Mission**

To promote and facilitate inter-institutional cooperation between and among the independent colleges and universities of the Lehigh Valley in order to enrich and increase opportunities for students, faculty and staff.

## **Governance**

As an independent non-profit organization, LVAIC is governed by a Board of Directors comprised of the presidents from the six founding colleges and universities. It receives core funding through a formula assessment to the members. The LVAIC Executive Director serves as the consortium's chief executive officer. All collaborative programs and initiatives are channeled through the LVAIC Coordinating Council, comprised of cabinet-level leadership from the six member institutions. Coordinating Council membership includes a cross section of Chief Academic Officers (CAOs), Chief Financial Officers (CFOs), Chief Information Officers (CIOs), and Senior Student Affairs Officers (SSAOs).

### **LVAIC Board of Directors**

Rev. Bernard O'Connor (Chair) - President, DeSales University  
Alison Byerly (Vice Chair) - President, Lafayette College  
Diane Dimitroff (Secretary) - Executive Director, LVAIC  
Kent Dyer (Treasurer) - Vice President of Finance, Muhlenberg College  
Carmen Twillie Ambar - President, Cedar Crest College  
John Simon - President, Lehigh University  
Bryon Grigsby - President, Moravian College  
John Williams - President, Muhlenberg College

### **LVAIC Coordinating Council**

Mary Alice Ozechoski - Vice President of Student Affairs, & Traditional Enrollment, Cedar Crest College  
Robert Snyder, C.P.A. - Vice President for Administration, Finance, & Campus Environment, DeSales University  
John O'Keefe - Vice President & Chief Information Officer, Lafayette College  
Jennifer Jensen - Deputy Provost for Academic Affairs, Lehigh University  
Mark Reed - Vice President for Finance & Administration, Moravian College  
John Ramsay - Provost, Muhlenberg College

### **LVAIC Audit Committee**

Alison Byerly (Chair) - President, Lafayette College  
Audra Kahr - Chief Financial Officer, Cedar Crest College  
Deanne Fenstermacher - Comptroller, DeSales University  
Steve Schafer - Associate Vice President of Finance & Administration/Controller, Lafayette College  
Mark Reed - Vice President for Finance & Administration, Moravian College

### **LVAIC Staff**

Diane Dimitroff, Executive Director  
Leah Breisch, Program Director  
Nick DeSalvo, CHMM, LEED Green Associate, Director of Sustainability Initiatives  
Amber Fogelman, Strategic Collaboration and Sourcing Director  
Farah L. Vallera, Instructional Designer  
Dana Yurgosky, Marketing and Communications Manager



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