



MAKING STRONG COLLEGES
STRONGER
THROUGH COLLABORATION

ANNUAL REPORT: 2016-2017



WELCOME FROM THE LVAIC EXECUTIVE DIRECTOR

Even amidst rising competition for students and donors, the higher education environment continues to become more collaborative. Working collaboratively offers colleges and universities the opportunity to maximize limited resources and create possibilities for collective impact. Exhibiting a true sense of synergy, institutions come together to build and foster opportunities that serve the individual and collective communities.

LVAIC as a community continues to evolve as a collaborative body. In the past year, we reviewed and updated our mission, codifying a new set of strategic priorities to lead us in to the future. These priorities set the direction to pursue collaborative opportunities to strengthen the inclusive climate of our campuses, expand the capabilities of our faculty and staff, and maximize our human, physical, and technical resources through sharing and/or creating scale.

Like our campuses, we continue to perfect our assessment process. The information shared here chronicles the quantity of our collaborative efforts for the past year and lays the groundwork for surveying future trends. We continue to develop mechanisms to evaluate and report the quality and value of these activities as well. As more data become available and trends emerge, we will be able to more effectively employ this information in planning and implementing collaborative activities.

The ability to collaborate is becoming increasingly valuable to both individual and organizational success. It has been suggested that the ability to work in team structures is a top skill employers seek in graduates. When the LVAIC faculty and staff engage in collaborative initiatives and communities of practice, they are modeling these behaviors for the students of our community as evidenced in the data reported here.

Moving collaborative initiatives forward often requires doing something new or differently which is synonymous with change. Change can be difficult, intimidating, and risky for both the LVAIC campuses and their individual campus community members. Trust and communication create the foundation for change and we continue to focus our consorcial resources on strengthening these skills and the culture of collaboration across the LVAIC community.

I believe you will find the information about our initiatives and programs presented in this report will reflect this story of LVAIC's ongoing commitment to collaboration.

Diane R. Dimitroff

LVAIC Executive Director

The Lehigh Valley Association of Independent Colleges includes

2,071
Faculty

+

5,126
Staff

+

15,979
Students

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

Culture of Collaboration

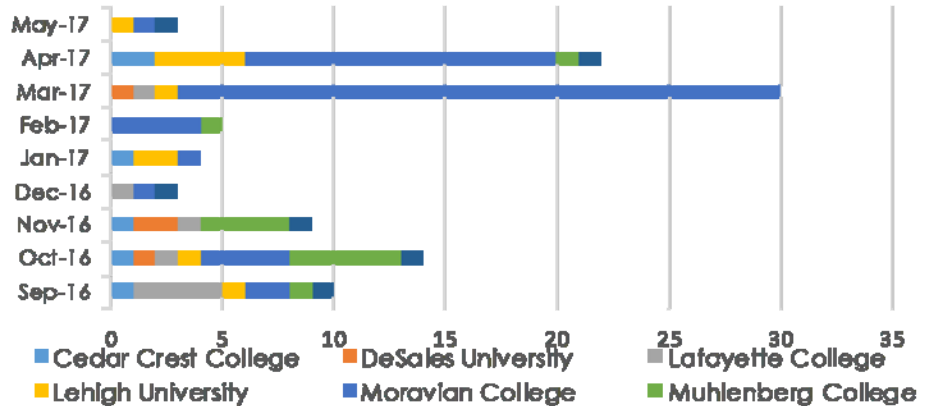


431
Participants in LVAIC
Communities of
Practice

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. FY17 saw a 3% increase in Community of Practice participants

Members of the LVAIC community often share and distribute events and information to each other. This year, there were **101 events**, both internal and external, shared in and among the LVAIC community. FY17 was the baseline year for collecting this information.

Number of Events Shared by Campus



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 Collegiate Career Expo](#)
- [LVAIC Counselors Tour](#)
- [LVAIC Digital Tools for Teaching and Learning in the Liberal Arts](#)
- [LVAIC Student Affairs Workshop: International Student Success](#)
- [LVAIC New Faculty Welcome Reception](#)
- [LVAIC Teagle Midyear Sharing Session](#)
- [2016-2017 LVAIC Funded Programs](#)



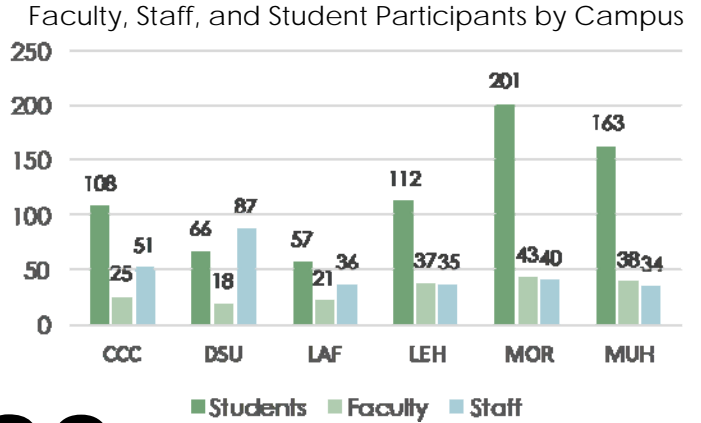
Strategic Planning & Priority Setting

The purpose of LVAIC collaboration is to advance the priorities of its member campuses. The LVAIC community completed a year-long process to share institutional strategic plans and discern collaborative priorities for the next few years. More than 75 faculty and administrators from across campuses, disciplines, and functions participated in this process. This effort resulted in a refreshed mission statement and three collaborative strategic priorities for 2017-2020. These strategic priorities create a framework for identifying and assessing collaborative opportunities and deploying collaborative resources.

Collaborative Curricular and Co-Curricular Programs

LVAIC Funded Programs

LVAIC provides funding to several collaborative programs each year through a microgrant process. This year, LVAIC funded 19 programs with \$48,900 that yielded **1,172 faculty, staff, and student participants** in educational conferences and collaborative projects. The graph to the right displays the faculty (182 total), staff (283 total), and student (707 total) participants who attended funded program events. An average 90% of funded program participants reported program value. Funded program learning objectives were reported as satisfied 81% of the time.

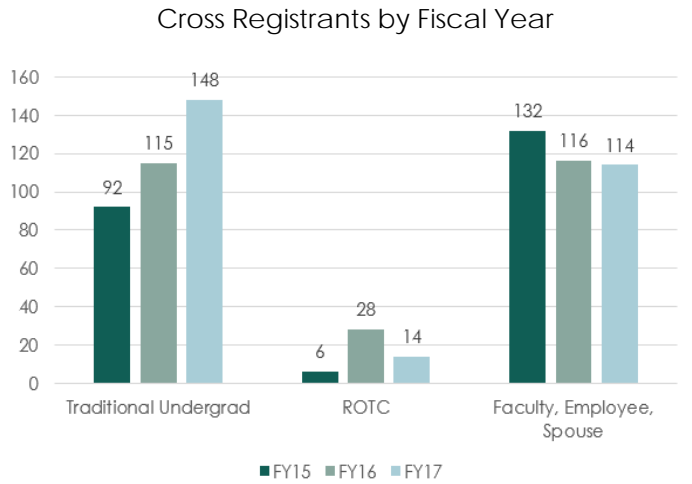


90% RATING FOR VALUE IN FUNDED COLLABORATIVE PROGRAMS

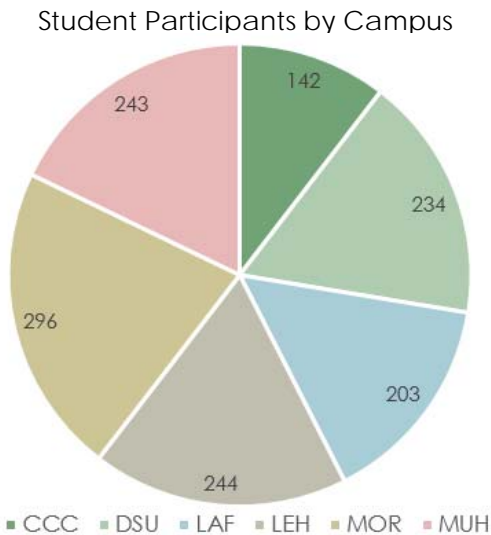
Cross Registration Program

This year, **cross registration increased by 6.6% with a 41% increase in undergraduate student participation and a 2% decrease in employee/spouse participation.** Moreover, there were 259 cross registrants in 272 courses in FY16 and 276 cross registrants in 287 courses in FY17. The breakdown of these participants is shown on the chart to the right.

This surge in undergraduate participation correlates with the new Documentary Storymaking shared minor as well as participation in the Italian Shared Language hybrid course. Participation in the Italian Shared Language course nearly double from FY16 to FY17. Concurrently, the number of employees/spouses has remained relatively stable over time.



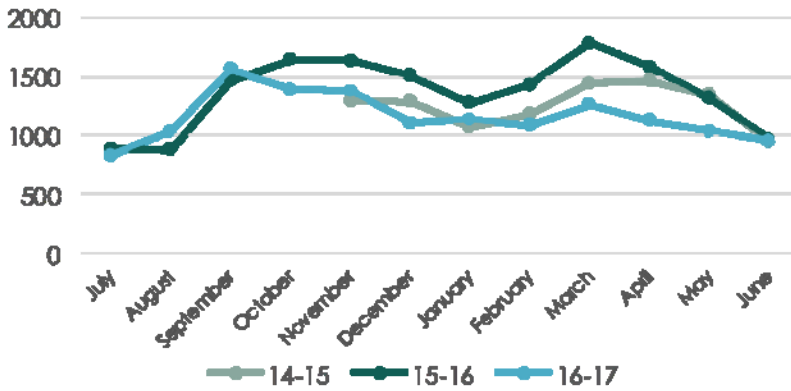
Student Engagement with LVAIC Programs



1,362 Total Student Engagements

This year saw a combined total of 1,362 student engagements across LVAIC-organized programs and those that were organized by member campuses through funded programs and cross registration. Numbers of participants by campus are shown in the chart to the left. LVAIC programs and initiatives alone engaged **500 students** this year. These included curricular and co-curricular programs, such as educational conferences, Teagle Hybrid Learning Grant courses, and the Lehigh Valley Collegiate Career Expo. These numbers do not include the **162 traditional undergraduate students** who participated in cross registration nor the **707 students** who participated in funded programs, both outlined above. This is a decrease from the 856 students engaged in FY16 where over 400 students participated in a Teagle Hybrid Learning course.

Usage Rates Over Time



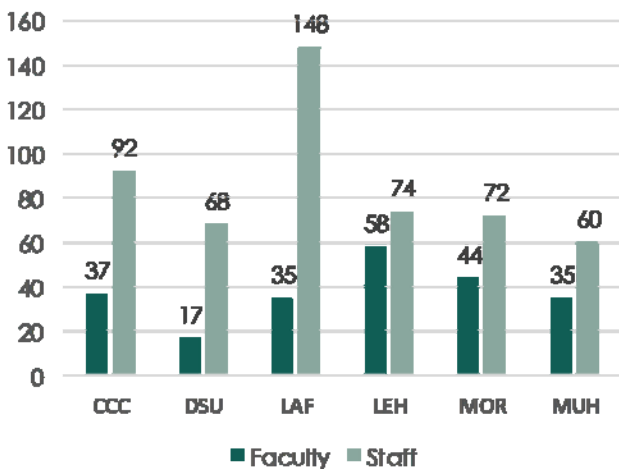
Interlibrary Loan

LVAIC libraries collaborate with each other and the three public libraries (Allentown, Bethlehem, and Easton) for shared library services of books and materials. As the use of electronic materials expands, we anticipate a continuing decline in this program. This year shows a slight decrease in usage of the program of 100 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 13,201 (a decrease from 16,370 in FY16) with an **average cost of \$1.38 per item** to run the program (an increase from \$0.84 per item in FY16). Usage is spread across the participating campuses and community libraries.

High-Performing Faculty and Staff

Faculty and Staff Participants by Campus



LVAIC Professional Development & Engagement

LVAIC coordinates and sponsors several major programs and events targeted at professional and faculty development. This year digital literacy continued to be a major focus of training efforts, including the LVAIC Digital Tools for Teaching & Learning Workshop, the Teagle Midyear Sharing Symposium, and the Teagle Mobile Apps Development Workshop. There were **226 faculty** and **514 staff** who participated in LVAIC programs and initiatives. This total of 740 represents a decrease from the 1,098 FY16 total. With a lower participant rate and fewer programs, however, an average of 91% of participants agree or strongly agree that the program was valuable and that they would attend another LVAIC program in the future.

This year, 33 individuals completed the LVAIC Leadership Academy. In a survey of past participants, 92% feel more engaged in their work and feel that they have increased their skill levels in flexing leadership style, resolving conflict, and active listening.

Teagle Hybrid Learning Grant (2014-2018)

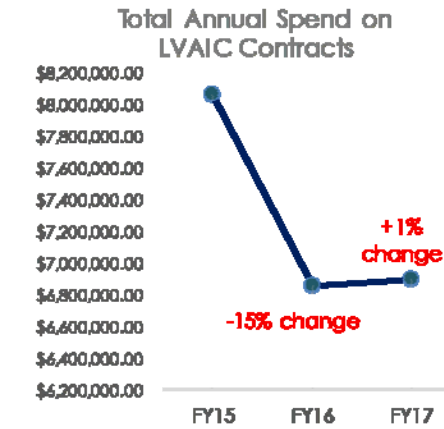
Among LVAIC's programs this year was the Teagle Hybrid Learning Grant. This grant funds the role of the LVAIC Instructional Designer and develops collaborative hybrid initiatives – from modules and supporting material development to full, cross-campus, collaborative courses. Each year, faculty and staff project groups are selected to receive grant funding to develop hybrid courses and modules that each impact students on multiple campuses.

2015-2016	4 Project Groups	16 Faculty	6 Campuses	4 Courses	5 Modules	322 Students
2016-2017	4 Project Groups	15 Faculty	6 Campuses	3 Courses	28 Modules	100 Students

Operating Effectiveness

Joint Purchasing Program

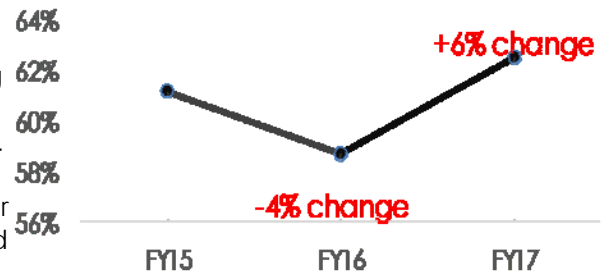
The joint purchasing program helps to increase the purchasing power of each school by creating economies of scale and better access to information on beneficial goods and services. The LVAIC joint purchasing program benefits from the geographical proximity of the member and associate member schools, helping to provide access to 20 competitively sourced or negotiated joint contracts with local vendors.



These charts show the annual spending on LVAIC contracts as well as the participation rates from the past three years. As we tailored the LVAIC contract list to more accurately align with the needs of our campuses, the total spending trended down from FY15-FY16 and stayed steady around \$6.8 million in FY17. As a result of the more customized contract list, the participation rate has increased 6% in the past year.

Recently, an analysis of each school's annual spending was launched, which will be completed by the end of the next fiscal year. This will help to identify areas of large expenditures that can be optimized through joint sourcing activities, freeing up resources for programs, employees, etc. at each school, and aiding in creating a more aligned contract list to drive cost savings throughout LVAIC.

Participation Rate of Members

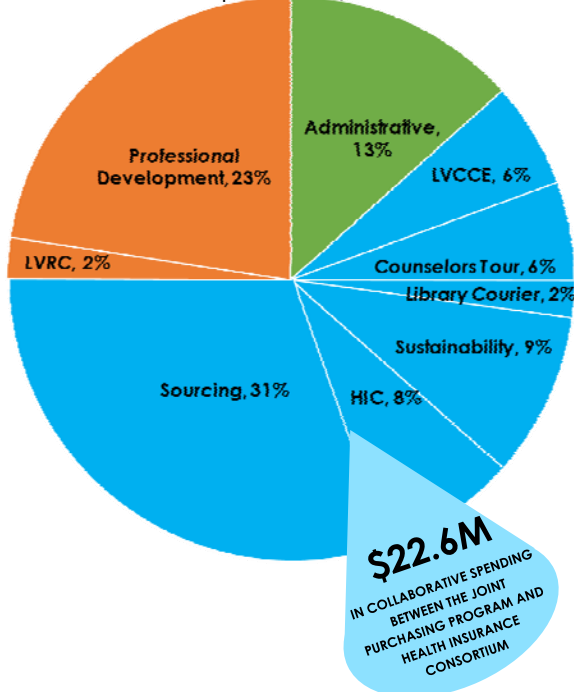


Health Insurance Consortium

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

Calendar Year	Spending	Employees	Contracts
2014	\$12.9M	1,007	1,727
2015	\$16.1M	1,224	2,056
2016	\$17.2M	1,271	2,137

LVAIC Expenses by Initiative



LVAIC Expenses

LVAIC expenditures totaled \$1.22M 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 (62% total). The orange professional development slice portrays spending on activities aimed at the high-performing faculty and staff initiative (25% total). Administrative expenses were 13% of total spending. The Health Insurance Consortium and the total campus spending on sourcing (joint purchasing activities) leads to a total of \$22.6M in collaborative expenditures.

Vision

Making strong colleges stronger through collaboration.

Mission

LVAIC is a community of strong, independent colleges and universities in eastern Pennsylvania growing stronger through collaboration that optimizes opportunities and resources 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).

2016-17 LVAIC Board of Directors

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

2016-17 LVAIC Coordinating Council

Mary Alice Ozechoski - Vice President of Student Affairs, & Traditional Enrollment, Cedar Crest College
Robert Blumenstein - Dean of Undergraduate Education and Professor of Biology, 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
Kent Dyer - Chief Business Officer & Treasurer, Muhlenberg College

2016-17 LVAIC Audit Committee

John Simon (Chair) - President, Lehigh University
Audra Kahr - Chief Financial Officer, Cedar Crest College
Deanne Fenstermacher - Controller, DeSales University
Patricia Johnson (Vice Chair) - Vice President for Finance & Administration, Lehigh University
Meredith Dickson, Director of Budgets & Financial Reporting, Moravian College

2016-17 LVAIC Staff

Diane Dimitroff, Executive Director
Charlene Bergstresser, Program Director
Nick DeSalvo, Director of Sustainability Initiatives
Katy Thomas, Strategic Partnership Director
Farah Vallera, Instructional Designer
Dana Yurgosky, Marketing and Communications Manager



LEHIGH VALLEY ASSOCIATION OF
INDEPENDENT COLLEGES
1309 MAIN ST.
BETHLEHEM, PA 18018
WWW.LVAIC.ORG
610.625.7888