

# LEHIGH VALLEY ASSOCIATION OF INDEPENDENT COLLEGES



Environmental Scan March 2023

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# LVAIC today



March 2023

# LVAIC Overview

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- Members
  - Cedar Crest College
  - DeSales University
  - Lafayette College
  - Lehigh University
  - Moravian University
  - Muhlenberg College
- Target Audiences
  1. Faculty and staff
  2. Students
- Key Collaborations
  - Resource sharing
  - Sourcing
  - Organizational, professional, and faculty development
  - Health plan
  - Cross registration
- Structure
  - 501(c)(3) Founded in 1969
  - Consortial Staff
    - 4 Full time
    - 3 Part time



March 2023

# 2020 – 2024 Strategy Map

Adopted December 2020

**Mission:** The Lehigh Valley Association of Independent Colleges is a community of independent colleges and universities growing stronger through collaboration.

**Vision:** A pioneering collective of distinctive colleges and universities serving the larger community through impactful collaboration, life-long learning and academic excellence.

## Strategic Priorities

### Enabling Technology

- Classrooms
- Cyber Security
- Infrastructure
- Support
- Licensing
- Technology enabled processes

### Shared Resources

- Health Insurance
- Risk Management
- Sourcing
- Administrative processes
- Cross registration
- Libraries
- Contracted services
- Contingent Faculty

### Organizational Enrichment

- Teaching and Learning
- Professional development
- Organizational development
- Process redesign

### Equity and Inclusion

- Inclusive LVAIC Community
- Connection to local inclusion efforts
- Pipeline relationships for enrollment and employment
- Inclusive curriculum
- Supportive structural resources

## Culture of Collaboration and Community Commitment

# Guiding Principles

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**Vision Statement** - A pioneering collective of distinctive colleges and universities serving a larger community through impactful collaboration, life-long learning, and academic excellence.

- ❖ LVAIC is the collective of the member campus communities and is committed to advancing the success of our students and the communities in which we live and work.
- ❖ LVAIC collaboration is led by the presidents of our member campuses, who are committed to finding collective answers and opportunities and who are all actively involved in consortial decision making.
- ❖ LVAIC leaders are committed to pushing the boundaries of collaboration and it is incorporated into their respective campus cultures.
- ❖ LVAIC collaboration will focus on undertaking audacious initiatives that provide the greatest impact and resources will be prioritized based on number of campuses impacted.
- ❖ LVAIC members are committed to collectively maximize the distinctiveness of each campus.
- ❖ LVAIC members commit to candidly and respectfully raise and discuss areas of disagreement or competition.
- ❖ LVAIC members acknowledge that while they compete in different ways, they are committed to undertake opportunities that, even if not advancing their individual success, will advance the collective success.
- ❖ LVAIC nurtures and advances collaboration across all the members of its community through both peer groups and cross-functional groups.
- ❖ LVAIC collaborative decisions will be data based, including return on investment or cost benefit analysis, and the data needed to make those decisions will be readily shared.
- ❖ LVAIC collaborative initiatives will be intentional and aligned to consortial priorities as established in strategic plans.

Adopted December 2020



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# 2022-23 Business Model

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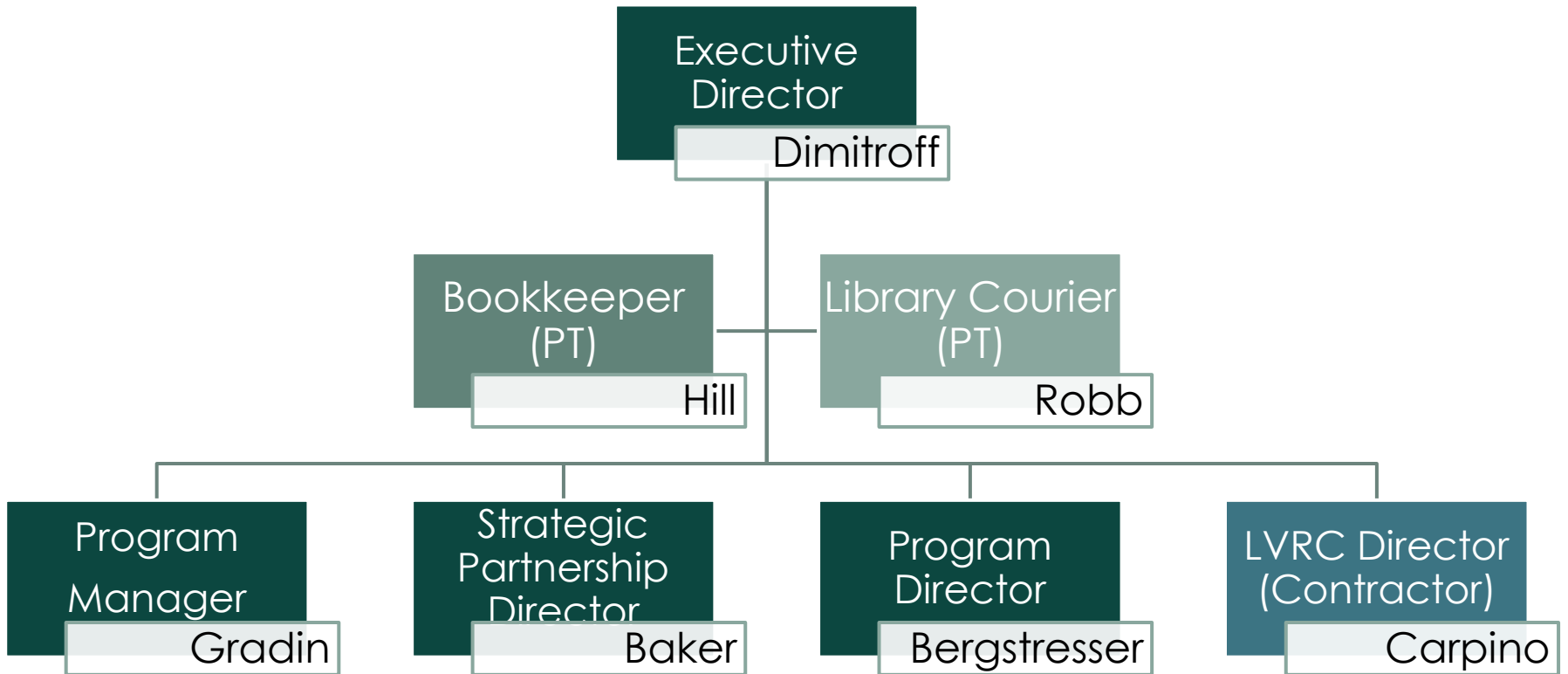
Scope	Includes	Could Explore	Does NOT include
Geographic service area	<ul style="list-style-type: none"> <li>Lehigh Valley, Eastern Pa</li> </ul>	<ul style="list-style-type: none"> <li>NJ, all of PA</li> </ul>	<ul style="list-style-type: none"> <li>Extra-regional areas</li> </ul>
Customers served	<ul style="list-style-type: none"> <li>Private, nonprofit higher education institutions and their communities</li> <li>Community colleges only to the degree they benefit the primary members</li> </ul>	<ul style="list-style-type: none"> <li>Broader engagement of community colleges</li> <li>High schools/school districts</li> <li>Local nonprofits</li> <li>Community groups</li> </ul>	<ul style="list-style-type: none"> <li>For profit HE institutions</li> <li>Public HE institutions</li> <li>Institutions outside the greater Lehigh Valley</li> </ul>
Programs/ services offered	<ul style="list-style-type: none"> <li>Shared resources and programs</li> <li>Self-funded health plan</li> <li>Organizational and professional development</li> <li>Collaborative sourcing</li> <li>Cost saving activities for 2 or more institutions</li> <li>Collaborative research</li> <li>Shared subject matter expertise, facilitation, and consulting</li> <li>Cross registration</li> </ul>	<ul style="list-style-type: none"> <li>Shared employees/faculty</li> <li>Shared administrative operations</li> <li>Shared academic classes, programs, majors, &amp; minors</li> <li>Shared major systems such as LMS or HRIS</li> <li>Federated ID</li> <li>Messaging and thought leadership</li> </ul>	<ul style="list-style-type: none"> <li>Offer degrees</li> <li>Enroll students</li> <li>Campus fundraising</li> <li>Campus or program specific advertising</li> </ul>
Funding sources	<ul style="list-style-type: none"> <li>Dues</li> <li>Member Reimbursements</li> <li>Vendor rebates</li> <li>Research contracts</li> <li>Grants</li> <li>Program specific sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>New grant channels</li> <li>Cash sales of programs and services to new audiences</li> <li>New members</li> <li>External sponsorships</li> </ul>	<ul style="list-style-type: none"> <li>Grants that would be competitive to our members</li> <li>Political endorsements</li> </ul>



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# LVAIC Staff

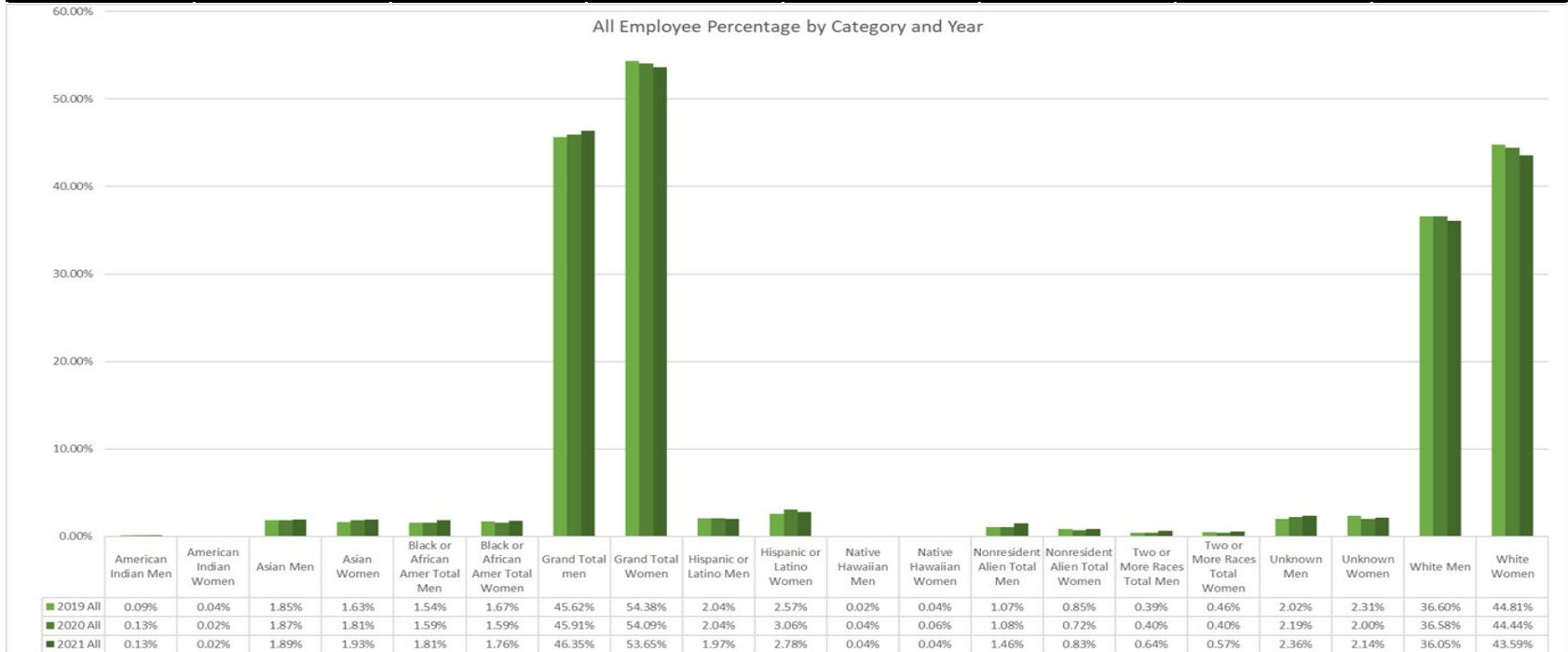
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# LVAIC Community 2022

Group	Cedar Crest	DeSales	Lafayette	Lehigh	Moravian	Muhlenberg	Total
Faculty FT	75	134	255	555	159	186	1,364
Faculty PT	126	237	51	107	159	152	832
Staff FT	138	283	544	1,193	259	372	2,789
Staff PT	30	54	59	17	70	77	307
Student FTE	1,216	2,645	2,715	6,477	2,267	2,262	17,582
							22,874



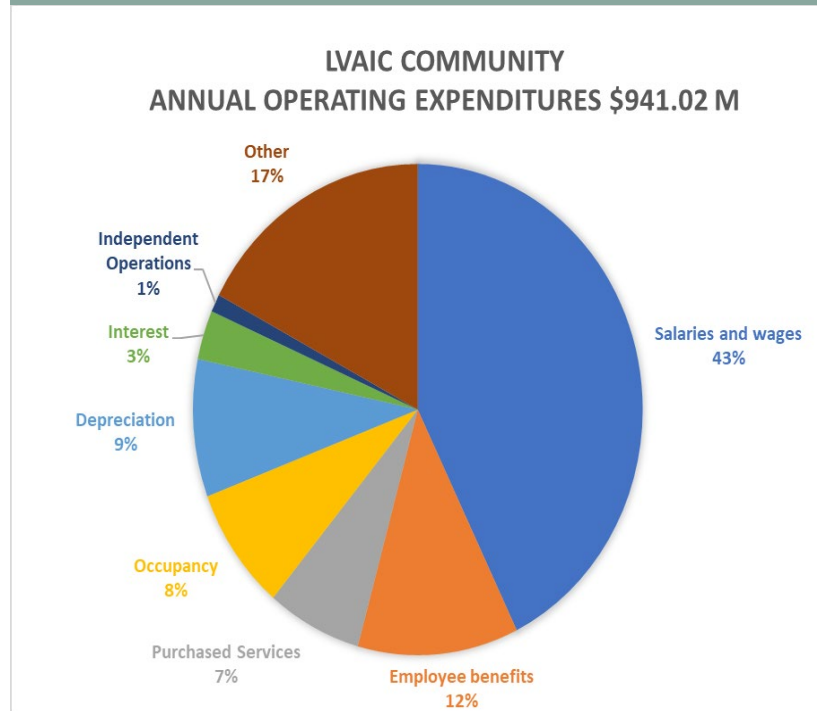


# Financial Resources and Impact

## LVAIC Community

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### Annual Operating Expenditures



Source - FY22 Audited Financial Statements

### Regional Economic Impact of Higher Education

Allentown/ Bethlehem/ Easton

- ❖ 25 Institutions
- ❖ 8,500 direct jobs
- ❖ \$453.4M income
- ❖ \$175.5M operational spending
- ❖ \$101M capital spending
- ❖ Source – Anchor Economy Initiative, Philadelphia Federal Reserve

Lehigh Valley (including Reading)

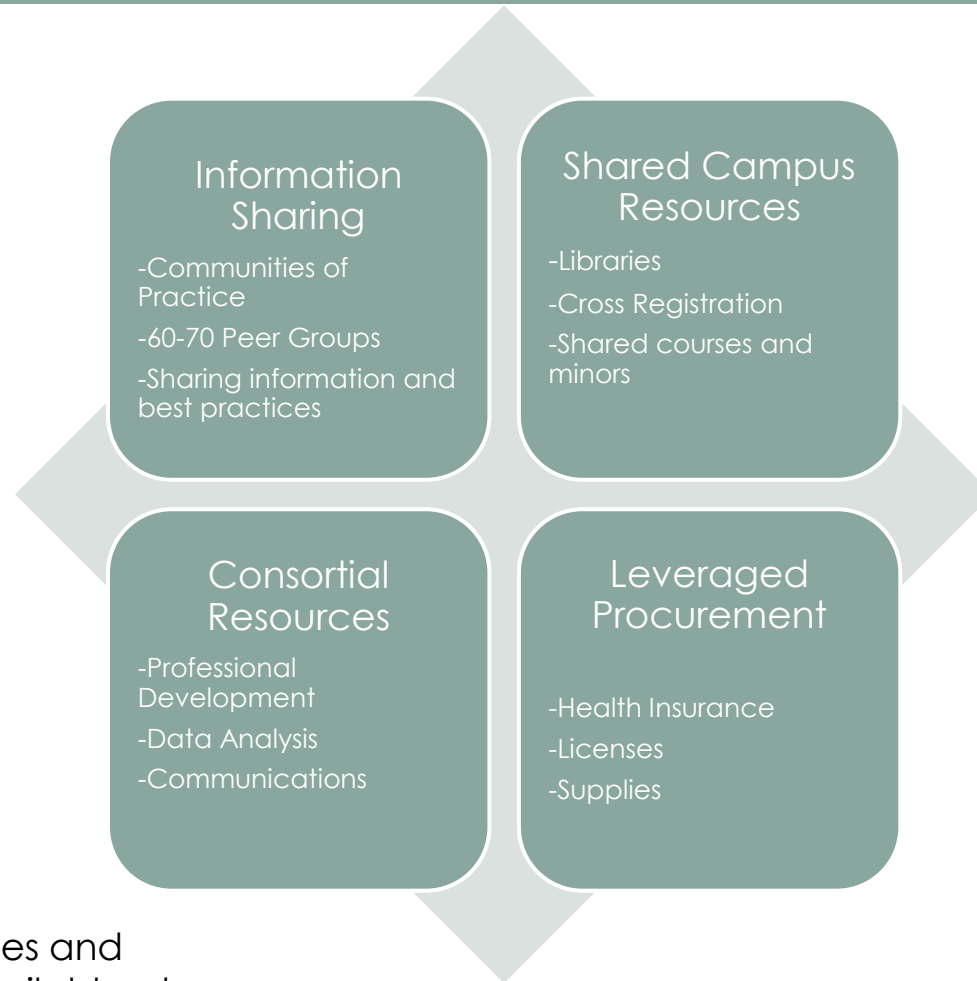
- ❖ 8 Institutions
- ❖ 16,119 direct and indirect jobs
- ❖ \$95,505,006 in state and local tax revenue
- ❖ Source – AICUP 2022 Economic Impact Report



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# LVAIC Collaboration Today

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Additional examples and information are available at [www.lvaic.org](http://www.lvaic.org)



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# LVAIC Collaborations – Yesterday and Today



**LVAIC**  
Lehigh Valley Association of Independent Colleges

Collaborating for  
**50** Years  
Since 1969

<p>Digital Literacy Initiative 1996</p>	<p>Lehigh Valley Collegiate Career Expo 2001</p>	<p>Lehigh Valley Research Consortium 2006</p>	<p>Adult Learner's Conference 2006</p>	<p>Health Insurance Consortium 2009</p>	<p>Sustainability Initiative 2010</p>
<p>Funded Programs/ Micro Grants 1990</p>			<p>Facing Higher Education's Future Learning Series 2019</p>		
<p>Consortial Professors 1987</p>	<p>Women's Studies Program 1984</p>	<p>Summer Language Program 1981</p>	<p>Management Certificate Program 2017</p>		
		<p>Lehigh Valley Counselors Tour 1980</p>	<p>Cyber Security/IT Learning Series 2017</p>	<p>Student Affairs Professional Development Series 2013</p>	
		<p>Dance Consortium 1975</p>	<p>Higher Education Leaders Institute 2017</p>	<p>Teagle Hybrid Learning Grant 2015</p>	
<p>Shared Library Services 1970</p>	<p>Cross Registration 1971</p>	<p>Purchasing Partners 1972</p>	<p>Collaborative Minor: Digital Storymaking 2016</p>	<p>Collaborative Institutional Training Initiative (CITI) 2015</p>	<p>Retirement Seminar Series 2015</p>



# Essential Elements of LVAIC Collaboration

Essential Elements	Connecting	Cooperating	Coordinating	Collaborating
Vision & Relationships	<p>Basis for networking is between individuals</p> <p>Priorities are primarily individual and/or social</p> <p>Interaction is limited to specific events</p>	<p>Basis for cooperation is usually between individuals but may be mandated by institutions</p> <p>Institutional mission and goals unlikely to be considered, but departmental priorities may be</p> <p>Interaction is on an asneeded basis/no time limit</p>	<p>Individual relationships are supported by their institutions</p> <p>Both institutional mission and goals and departmental priorities are reviewed for compatibility</p> <p>Interaction ususally around one specific project or task</p>	<p>Commitment of the institutions is fully behind each individual</p> <p>Common, new goals and objectives are created that directly contribute to larger institutional goals</p> <p>One of more projects are undertaken for longer-term outcomes</p>
Structure, Responsibilities & Communication	<p>Relationships may not yet be clearly established</p> <p>No shared planning is required</p> <p>No formal information exchange mechanisms established</p>	<p>Relationships are established but informal, each institution functions separately</p> <p>Minimal shared planning is required</p> <p>Information is conveyed or exchanged as needed</p>	<p>Institutions assume needed roles but still function separately</p> <p>Some project-specific planning is required</p> <p>Communication roles are established and a channel for interaction have been developed</p>	<p>New structure and/or formal division of labor is created</p> <p>Comprehensive planning is required, including outcomes/measures of success</p> <p>Many levels of communication and channels for interaction have been developed</p>
Authority & Accountability	<p>Leadership is unilateral and control is central</p>	<p>Authority rests solely with individual institutions</p> <p>Leadership is unilateral and control is central</p> <p>All authority and accountability rests with each institution</p>	<p>Authority rests on each institution but there is coordination of decision making</p> <p>Some sharing of leadership and control exists</p> <p>Some shared risk is assumed, but most authority and accountability rests with institutions</p>	<p>Authority is determined by the collectively by the group to balance ownership</p> <p>Leadership is dispersed and control is shared and mutual</p> <p>Equal risk is assumed and shared by each institution</p>
Resources & Rewards	<p>Resources are separate</p> <p>Miminal reward, likely individual</p>	<p>Resources are separate, but may be shared on occasion</p> <p>Miminal reward, may be mutual</p>	<p>Resources are identified more clearly and can be made available for a specific purpose or project</p> <p>Rewards are mutually acknowledged</p>	<p>Resources are pooled or jointly secured for long-term priorities/efforts</p> <p>Insitutions share in the products and recognize that more is accomplished together than individually</p>
Trust	very low	low	moderate	high

# Essential Elements of LVAIC Collaboration

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## Shared vision of success

- If you don't know where you are going, any road can take you there...

## Consortial priorities are aligned to member goals

- Collaboration is a way to achieve member priorities, not additional work.

## Environment of trust to support risk taking and change

- Collaboration is fundamentally a change initiative – doing something together means doing something new or differently.

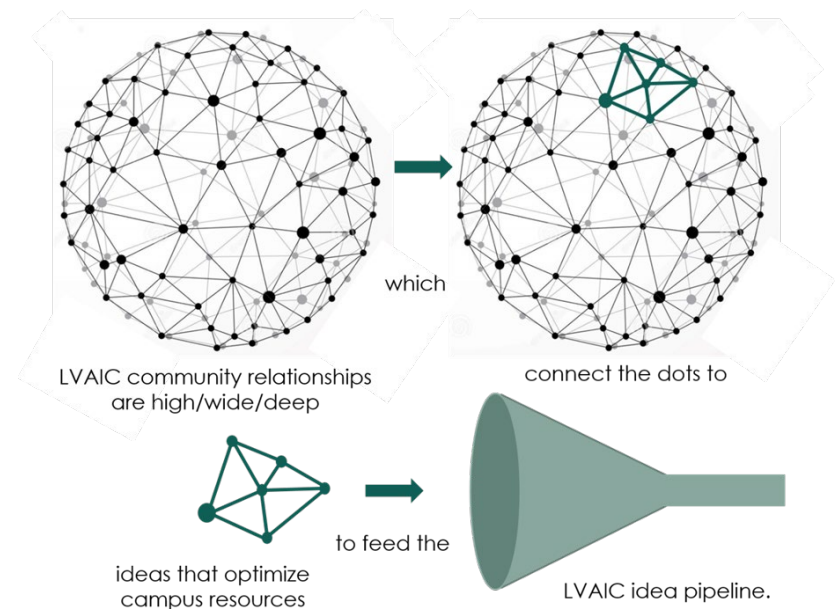
## Relationships that create a foundation of trust

- Collaboration moves at the speed of trust.

## Commitment of resources needed to identify and implement collaborative initiatives

- This includes time, talent, and treasure.

## Whole Systems Thinking



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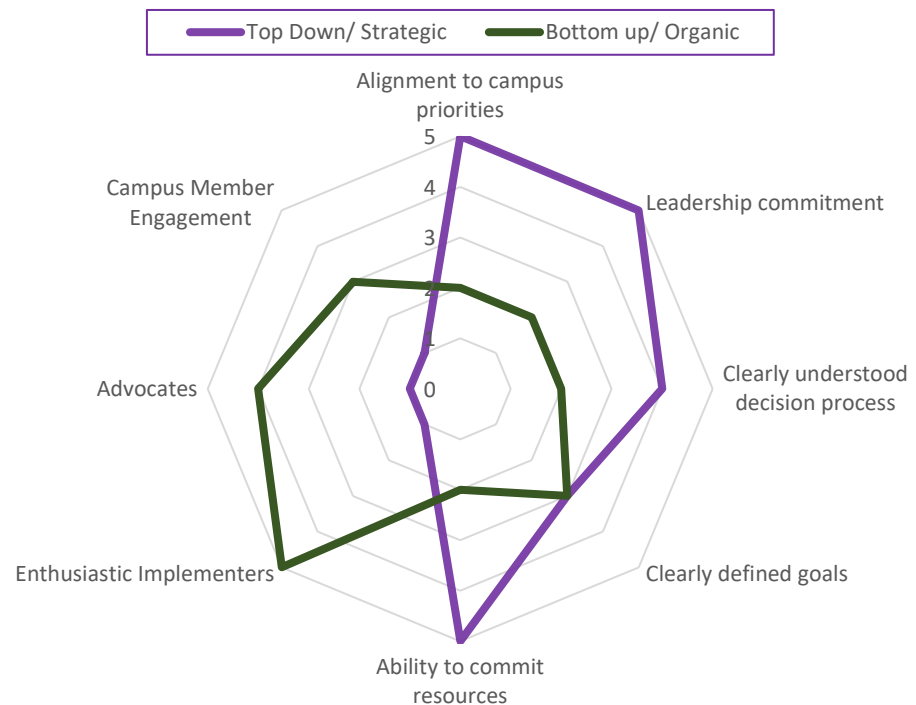
# Essential Elements of LVAIC Collaboration

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Successful collaborations incorporate all these characteristics. This chart is used as a planning tool to understand the starting point of a project and identify the gaps that must be addressed with the project plan.

- Alignment to campus priorities
- Leadership commitment
- Clearly understood decision process
- Clearly defined goals
- Ability to commit resources
- Enthusiastic implementers
- Campus member engagement
- Advocates

How do initiatives originate and what do we need to make them successful?



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# Campus Strategic Plans

## Strategic Plan Summaries



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# Cedar Crest College

Open the Door to What's Next 2023-2026

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## □ **Deliver Distinctive Academic Experiences**

- The Learning Commons: Center for Teaching and Learning
- Accelerating Student Success: 3+1 Bachelor's/Master's Degree
- Programs Advancing New Health Science Programs

## □ **Unlock Student Potential**

- Laptops for all students
- Fully Fund the Carmen Twillie Ambar Sophomore Expedition
- Enhance Athletic Programs
- Expanded Access to Paid Internships
- Textbooks Included with Tuition

## □ **Support Community Well-being**

- Employee Wellness Program
- Student Wellness Program
- Campus Renovations
- Improvements in Student Accessibility

## □ **Build Change for Our Common Good**

- School of Nursing Health-care Clinic
- Increase Cedar Crest Fund
- Increase Endowment
- Center for Community Engagement through the Arts and Humanities

**Cedar Crest College** is a caring and inclusive community in which individuals flourish through exploration and learning.

We nurture the heart, mind and soul by fostering a life of curiosity, critical thinking and creativity.



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# DeSales University

Connect to Our Future 2022-2025

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## Strategic Pillars

1. Academic Excellence and Innovation – propelled by the solid and successful outcomes of its educational programs, DeSales commits to growing its reputation for academic excellence through innovative methods and organizational structures.
2. Student Experience – DeSales provides intentional experimental opportunities designed to inspire and nurture the full development of undergraduate and graduate students.
3. Visibility and Growth – As the nation's only Salesian, Catholic university, DeSales will leverage the new brand platform to advance our distinctive value and positively position DeSales as the top choice destination to work and learn.
4. Stewardship – DeSales remains on solid financial footing and seeks to advance its mission by identifying and embracing new opportunities while continuing to navigate market uncertainty and challenges.



DeSales is a Catholic , Salesian university that inspires transformative learning through the liberal arts and professional studies by energizing students to be who they are and be that well.

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# Lafayette College

## Strategic planning in process

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### Affordability and Distinction through Growth 2016 – 2026

- Increasing affordability
  - ▣ Provide greater access to a Lafayette education for talented students regardless of family finances.
  - ▣ Increase the student body by about 50 students per year over eight years, providing additional revenue that can be devoted to financial aid.
  
- Enhancing Distinction
  - ▣ Recruit 40 new faculty over an eight-year period.
  - ▣ Recruit scholars who deepen existing disciplines as well as those who work in emerging fields or areas that transcend traditional academic boundaries and enhance faculty diversity.
  
- Managing Growth
  - ▣ Create housing for 400 additional students, with facilities that will include ground-level retail options available to residents of the broader community.
  - ▣ Construct a \$75 million signature academic building—the Integrated Sciences Center—and renovate existing classrooms and other academic facilities.
  - ▣ Raise the financial aid goal through within the ongoing Live Connected, Lead Change campaign, including the issuing of a President's Challenge for Financial Aid that extends beyond the current campaign.

In an environment that fosters the free exchange of ideas, Lafayette College seeks to nurture the inquiring mind and to integrate intellectual, social, and personal growth. The College strives to develop students' skills of critical thinking, verbal communication, and quantitative reasoning and their capacity for creative endeavor; it encourages students to examine the traditions of their own culture and those of others, to develop systems of values that include an understanding of personal, social, and professional responsibility, and to regard education as an indispensable, life-long process.



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# Lehigh University

Strategic planning in process

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## **Strategic Planning in Process**

### Themes

1. Education With Purpose
2. Lehigh User Experience
3. Research for Impact
4. Smart Growth

### Through-lines

1. Diversity and Inclusion
2. Environmental and Fiscal Stability
3. Operational Excellence
4. Place
5. Global

To advance learning through the integration of teaching, research, and service to others.



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# Moravian University

2021-2024

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## Aligning for Growth



- Next Generation Academic Programming
- Investments in Enrollment
- Compelling Marketing and Storytelling



## United in Learning

- Universal Skills & Career Success
- Next Level Advising
- Connecting the Curriculum

## Together Towards Equity



- Equity as a Core Value
- Increasing Access
- Enhancing Transparency & Accountability



## Building a New Legacy

- Designing for the Future
- Investing in People
- Leveraging Technology & Integrating Data
- Adaptive and Vibrant Spaces

### Mission

Moravian University's liberal arts education prepares each individual for a reflective life, fulfilling careers. And transformative leadership in a world of change

### Vision

A Moravian education is one of action and doing. It is hands on, where students learn through experiential means in order to be producers of new knowledge. Moravian students work together practicing leadership, teamwork, community support, and reflection in order to significantly contribute to a more equitable and just future society.



# Muhlenberg College

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## Strategic Plan 2017-2022

- Strengthen our Value and Distinctiveness
  - Deepen Engaged Liberal Arts Learning and Scholarship
  - Prioritize Diversity, Equity, and Inclusion
  - Support a Vibrant Residential Life
  - Enable Students to Achieve Powerful outcomes
  - Engage the Muhlenberg Network
- Fortify our Operating Model
  - Strengthen Enrollment Management
  - Optimize Physical Resources
  - Broaden and Deepen Alumni Engagement and Support
  - Expand the Division of Graduate and Continuing Education to Generate Additional Revenue
  - Develop New Revenue Sources

Muhlenberg College aims to develop independent critical thinkers who are intellectually agile, characterized by a zest for reasoned and civil debate, committed to understanding the diversity of the human experience, able to express ideas with clarity and grace, committed to life-long learning, equipped with ethical and civic values and prepared for lives of leadership and service. The College is committed to providing an intellectually rigorous education within the context of an inclusive and diverse campus; we strongly believe that diversity is essential to learning and to our success as a pluralistic community. Our curriculum integrates the traditional liberal arts with selected pre-professional studies. Our faculty are passionate about teaching, value close relationships with students, and are committed to the pedagogical and intellectual importance of research. All members of our community are committed to educating the whole person through experiences within and beyond the classroom. Honoring its historical heritage from the Lutheran Church and its continuing connection with the Evangelical Lutheran Church in America, Muhlenberg encourages, welcomes and celebrates a variety of faith traditions and spiritual perspectives.



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# External Environment



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# Who and what competes with LVAIC?

While it was difficult to identify many head-to-head competitors, there are many organizations providing at least some portion of the benefits provided by LVAIC.

	Solo action	Other HE Consortia & Leagues	HE Associations	Local & Business Organizations	Group Purchasing Orgs.	Outsourcing	Consultants
Examples	Member campuses	<ul style="list-style-type: none"> <li>LVECH</li> <li>NACU</li> <li>Patriot League</li> </ul>	<ul style="list-style-type: none"> <li>AICUP</li> <li>CIC</li> <li>NACUBO</li> <li>AAC&amp;U</li> </ul>	<ul style="list-style-type: none"> <li>LVEDC</li> <li>LINC</li> <li>LVBCH</li> <li>GLVCC</li> </ul>	<ul style="list-style-type: none"> <li>E&amp;I</li> <li>PAISBOA</li> <li>EAST</li> </ul>	<ul style="list-style-type: none"> <li>Study abroad providers</li> <li>Bookstore operators</li> </ul>	<ul style="list-style-type: none"> <li>EY</li> <li>McKinsey</li> <li>Baker Tilly</li> </ul>
Advantages	<ul style="list-style-type: none"> <li>Direct mission alignment</li> <li>Internal expertise and perspective</li> </ul>	<ul style="list-style-type: none"> <li>Institutional peers</li> </ul>	<ul style="list-style-type: none"> <li>Functional peers</li> </ul>	<ul style="list-style-type: none"> <li>Local focus</li> <li>Cross industry</li> <li>Community relationships</li> </ul>	<ul style="list-style-type: none"> <li>Volume</li> </ul>	<ul style="list-style-type: none"> <li>Brand awareness</li> <li>Credentials</li> <li>Quality programs</li> </ul>	<ul style="list-style-type: none"> <li>Credibility</li> <li>Specific expertise</li> </ul>
Challenges	<ul style="list-style-type: none"> <li>Competition</li> <li>Lack of volume and leverage</li> <li>Only internal expertise and perspective</li> </ul>	<ul style="list-style-type: none"> <li>Primary mission not op efficiency</li> <li>Member competition</li> <li>Building relationships</li> </ul>	<ul style="list-style-type: none"> <li>Specific areas of focus</li> </ul>	<ul style="list-style-type: none"> <li>Service models not aligned to HE</li> </ul>	<ul style="list-style-type: none"> <li>Broad not specific solutions</li> <li>Lack of control</li> </ul>	<ul style="list-style-type: none"> <li>Expensive</li> <li>Limited area of focus</li> <li>Mission misalignment</li> <li>Lack of control</li> </ul>	<ul style="list-style-type: none"> <li>Expensive</li> <li>Short term</li> <li>Lack of long-term accountability</li> </ul>
Competitor Type	<b>Substitute</b>	<b>Existing and New Competitors</b>	<b>Existing and New Competitors</b>	<b>Substitute</b>	<b>Existing and New Competitors</b>	<b>Substitute</b>	<b>Substitute</b>



# What is LVAIC's market position?

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	Today	Changing
Existing LVAIC Competitors	<ul style="list-style-type: none"> <li>Price gap with public institutions shifting</li> <li>Small institutions looking to partner/collaborate for operating cost savings</li> <li>Program offerings increasing faster than student enrollments</li> <li>Many institutions "doubling down" on historic enrollment practices, markets, and business models</li> </ul>	<ul style="list-style-type: none"> <li>Potential system-wide restructuring of PA public institutions to drive operating cost efficiencies</li> <li>Admissions practices becoming more aggressive</li> <li>Small institutions increasingly looking for partnerships and mergers</li> </ul>
New LVAIC Competitors	<ul style="list-style-type: none"> <li>Many new grant-funded consortia in last five years looking for academic sharing opportunities</li> <li>Growth of online providers</li> </ul>	<ul style="list-style-type: none"> <li>New alliances and partnerships emerging with new business models focused on cost effectiveness</li> </ul>
Substitutes for LVAIC collaboration	<ul style="list-style-type: none"> <li>Professional associations – crowded market with overlapping offerings</li> <li>Rapid growth in higher education consultant offerings</li> </ul>	<ul style="list-style-type: none"> <li>Rapidly increasing outsourcing opportunities for administrative services and functions</li> </ul>
Influence of inputs	<ul style="list-style-type: none"> <li>Software and app licensing leverage opportunities</li> <li>Integrated solutions vs one-time buys</li> <li>Increasing reliance on the internet of things</li> </ul>	<ul style="list-style-type: none"> <li>Rapidly changing educational and administrative technologies demanding nimble actions and new skills</li> <li>Cyber security demands increasing</li> </ul>
Influence of Members	<ul style="list-style-type: none"> <li>Individual institutional buying power decreasing in consolidating markets, such as health care and licensing</li> <li>Increasing student/parent expectations require member redeployment of existing resources</li> <li>Rapidly shifting job market demands new skills and programs requiring redeployment of existing resources</li> </ul>	<ul style="list-style-type: none"> <li>Changing public perception of rising cost of higher education increasing urgency for operating efficiencies</li> <li>Increasing demand to adapt and automate processes to both meet student/parent expectations and find efficiencies and leverage</li> </ul>



# Other Models of Higher Education Collaboration

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- Shared Administrative Services
  - ▣ Claremont College Services – more than 30 shared services such as facilities, security, library, IT staff and infrastructure
  - ▣ The Boston Consortium – cost savings focused activities such as shared risk management and employee health insurance
- Shared Single Services
  - ▣ Boston Library Consortium – shared library licensing
  - ▣ E&I Cooperative Services – joint purchasing
- Student Services
  - ▣ Colleges of the Fenway – shared student programming, international and travel away student administration, cross registration
- Community/Campus Relationships
  - ▣ Pittsburgh Council of Higher Education - community inclusion and access, law enforcement relationships, regional workforce development
- Collaborative Research
  - ▣ Big Ten Academic Alliance – large-scale, multi-institutional research projects, library resources, and leadership development programs
- Professional Development
  - ▣ Associated Colleges of the Midwest – Institute on College Futures, Visiting Faculty and Faculty travel funding
  - ▣ Liberal Arts Collaborative for Digital Innovation – faculty development in curricular innovation
- Academic Programs
  - ▣ Five Colleges – Shared faculty appointments, more than 10 collaborative majors and minors, and approximately 3,000 student cross-registrations per year (down from more than 5,500 five years ago)



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# 2020 LVAIC Strategic Plan

2023 progress and status



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# 2020 Strategic Plan Progress

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**Mission:** The Lehigh Valley Association of Independent Colleges is a community of independent colleges and universities growing stronger through collaboration.

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## Culture of Collaboration and Community Commitment



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# 2020 Strategic Plan Status Summary

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## What did we accomplish?

- Intentional organizational development
- Shared licensing
- Shared adjunct pilot
- New HIC model and significant savings
- Regional relationships

## What didn't we accomplish?

- Shared back-office operations
- Significant shared licensing
- The next shared minor
- Pipeline community relationships
- Intentional academic program sharing and cross registration

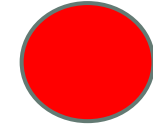
## What things got in the way?

- Lack of commitment to guiding principles
- Continued to act opportunistically rather than intentionally (licensing, shared adjunct)
- Covid – bunker mentality
- Many transitions – leadership and staff
- Lack of specific goals
- Limited capacity to evaluate new approaches and options



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# Enabling Technology



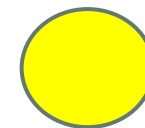
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	Achievements/ progress	Little or no progress	Challenges
Classroom Technology		<ul style="list-style-type: none"> <li>• Common platform</li> </ul>	<ul style="list-style-type: none"> <li>• Supply chain issues delayed deliveries and installations</li> <li>• During the pandemic each campus went alone in different directions</li> </ul>
Cyber Security	<ul style="list-style-type: none"> <li>• Active intercampus information sharing</li> <li>• Explored a consortial consulting contract</li> <li>• Shared community education</li> </ul>		<ul style="list-style-type: none"> <li>• Rapidly evolving and limited expertise</li> </ul>
Infrastructure Support		<ul style="list-style-type: none"> <li>• Shared helpdesks</li> </ul>	<ul style="list-style-type: none"> <li>• Remains an area of significant opportunity</li> </ul>
Licensing/ Technology enabled processes	<ul style="list-style-type: none"> <li>• Some success with Amazon, DocuSign</li> <li>• Working to create a road map of major opportunities</li> <li>• New 5 yr. FMIS multi-campus contract</li> </ul>	<ul style="list-style-type: none"> <li>• Major system (\$\$) joint licensing</li> <li>• Common LMS</li> </ul>	<ul style="list-style-type: none"> <li>• Major campus systems investments made without considering collaborative options (IE HRIS, LMS)</li> <li>• System and processes are interconnected</li> </ul>



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# Shared Resources



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	Achievements/ progress	Little or no progress	Challenges
Health Insurance	<ul style="list-style-type: none"> <li>Significant new campus level savings FY22 from new contract relationships and stop loss structure</li> </ul>		
Risk Management		<ul style="list-style-type: none"> <li>Exploration of joint liability coverage</li> </ul>	<ul style="list-style-type: none"> <li>Existing relationships</li> <li>Staff capacity</li> </ul>
Sourcing	<ul style="list-style-type: none"> <li>Spending analysis driving leveraged sourcing opportunities</li> <li>Consortial contracts with Amazon and E&amp;I for savings and data reporting</li> <li>Consortial contracts \$8m annual spending (not including Health)</li> </ul>	<ul style="list-style-type: none"> <li>Corralling "cash"</li> </ul>	<ul style="list-style-type: none"> <li>Procurement not centralized</li> <li>No consequences for poor procurement choices (travel, "cash")</li> </ul>
Cross Registration and Academic programs	<ul style="list-style-type: none"> <li>Joint LANTA contract to enable transportation- LEH, LAF, CCC, MUH</li> <li>Process redesign underway for F/S cross registration</li> <li>Evaluation of low enrollment class opportunities for shared scheduling and adjuncts</li> </ul>	<ul style="list-style-type: none"> <li>Intentional course scheduling to drive cross registration</li> <li>Next shared minor</li> </ul>	<ul style="list-style-type: none"> <li>Imperatives not well understood (low enrollment classes)</li> <li>Success outside faculty incentive and reward structure</li> </ul>
Administrative Processes		<ul style="list-style-type: none"> <li>Shared backroom operations</li> </ul>	<ul style="list-style-type: none"> <li>Urgency</li> <li>Integrated with systems</li> <li>Lack of capacity to evaluate options</li> </ul>
Libraries	<ul style="list-style-type: none"> <li>Updated courier program and analysis of delivery options</li> </ul>		
Contracted Services			
Contingent Faculty	<ul style="list-style-type: none"> <li>Shared Adjunct pilot</li> </ul>	<ul style="list-style-type: none"> <li>Permanent shared adjunct</li> </ul>	

# Organizational Enrichment

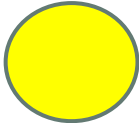
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	Achievements/ Progress	Little or no progress	Challenges
Teaching and Learning	<ul style="list-style-type: none"> <li>• Collaborative programming for curricular development</li> <li>• Annual group book reads</li> <li>• Topic specific workshops</li> </ul>		
Professional Development	<ul style="list-style-type: none"> <li>• Low cost, easily accessible offerings</li> <li>• Management Development Certificate Program including Crucial Conversations and Emotional Intelligence</li> <li>• Redesigned Higher Education Leadership Institute</li> <li>• Cyber Security Awareness Month annual programming</li> <li>• Health and Wellness Series</li> <li>• Department Chair programs</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative staff skill building</li> </ul>	<ul style="list-style-type: none"> <li>• LVAIC staff capacity</li> </ul>
Organizational Development	<ul style="list-style-type: none"> <li>• Departmental and campus specific team building and coaching</li> <li>• Affinity group networking connections and events</li> <li>• Project specific coaching</li> </ul>		
Process Redesign	<ul style="list-style-type: none"> <li>• F/S cross registration as a benefit</li> </ul>	<ul style="list-style-type: none"> <li>• Teaching process redesign skills</li> </ul>	<ul style="list-style-type: none"> <li>• Limited awareness of need</li> <li>• Limited capacity for change</li> </ul>



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# Equity and Inclusion



	Achievements/ progress	Little or no progress	Challenges
Inclusive LVAIC Community	<ul style="list-style-type: none"> <li>• DEI book reads – safe spaces for learning</li> <li>• F/S of Color Coffee Hours</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated programming (i.e. Black History Month)</li> </ul>	<ul style="list-style-type: none"> <li>• Actions but not momentum</li> <li>• We struggle because the campuses struggle.</li> <li>• So much turnover.</li> </ul>
Connection to local inclusion efforts	<ul style="list-style-type: none"> <li>• LINC DEI Advisory Committee</li> </ul>		
Pipeline relationships for enrollment and employment		<ul style="list-style-type: none"> <li>• School district relationships</li> <li>• Local employment connections</li> </ul>	<ul style="list-style-type: none"> <li>• DEI leaders and programs tend to be more focused on students than F/S</li> </ul>
Inclusive curriculum	<ul style="list-style-type: none"> <li>• Well attended Inclusive curriculum faculty workshops and book reads</li> </ul>		<ul style="list-style-type: none"> <li>• One off programs rather than ongoing conversations</li> </ul>
Supportive structural resources	<ul style="list-style-type: none"> <li>• Preliminary DEI purchasing reporting</li> </ul>	<ul style="list-style-type: none"> <li>• LVAIC wide DEI Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational structures continue to evolve.</li> <li>• LVAIC DEI leaders want to meet and work together but can rarely meet due to heavy schedules</li> </ul>

