



**Making Strong Colleges Stronger  
Through Collaboration**

**Annual Report: 2021-2022**



## Welcome from the LVAIC Executive Director

The December 2020 strategic plan adoption created a map for our collaboration this year. Our greatest successes have occurred in the investments in the people who comprise the LVAIC community. While LVAIC has continued to provide long standing programs such as sourcing, cross registration, health care, and interlibrary loan, a significant portion of our efforts has been focused on creating and facilitating spaces for people to connect and creating and delivering high quality profession development, especially in the virtual environment. The programs introduced this year have substantial momentum and demand as we move into the next year and continue our collaborative investment in the LVAIC community.

As we emerge from the restrictions of the pandemic, we are move forward in a rapidly evolving higher education landscape. The members of our community are feeling a little battered by all the recent challenges and looking forward to recharging over the summer and returning to face the next year with renewed interaction and engagement. While we are clamoring to reconnect and spend time together, we have all developed new technology and communication skills acquired over this period and they will play a role in the ways in which we re-engage with each other moving forward. Collaboration occurs at the speed of trust, and we look forward to continuing to build on the foundation of trust nurtured this year.

Diane R. Dimitroff  
LVAIC Executive Director



The Lehigh Valley Association of Independent Colleges includes

**1,357**  
Faculty

+

**5,293**  
Staff

+

**18,988**  
Students

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

## Professional Development

Providing accessible, high quality professional development to all members of the LVAIC community is a key collaborative priority. This year, LVAIC introduced the first level of its Management Development Certificate program which focused on awareness of self and the individual's role in campus relationships and communications. The component parts of Level 1 which were offered this year include Crucial Conversations for Mastering Dialogue, Exploring Emotional Intelligence, and What if I say the Wrong Thing. The fourth Level 1 session, employing Gallup Strengths, will be introduced next year.



### Crucial Conversations. FOR MASTERING DIALOGUE

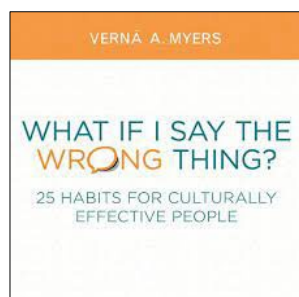
Crucial Conversations for Mastering Dialogue – These 12-hour, cohort-based learning opportunities provide the participants with skills and tools to identify and hold tough conversations, both personal and professional. This program was kicked off with a pilot session in the Fall of 2021 and had a total impact of reaching 142 participants over 7 sessions.

Exploring Emotional Intelligence – This session was designed and delivered in partnership with Lehigh University's CE@L. Through personal and group reflection and discussion, participant's gained understanding of how emotional intelligence can be developed to support more productive interactions. The 3 offerings of this workshop were attended by a total of 85 participants.



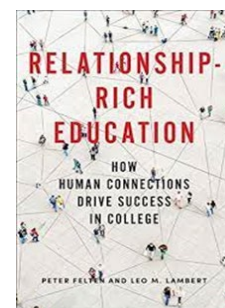
## Community Book Reads

Through these virtual programs, LVAIC has engaged 160 faculty and staff members in learning conversations this year.



Each semester, the LVAIC community was invited to participate in a four-week program to read and discuss What if I Say the Wrong Thing? by Verna A. Myers. These book read programs were facilitated by Robin Reilly-Casey from Muhlenberg College. Seventy-eight faculty and staff from across the LVAIC campuses engaged in conversation and learned from each other through these sessions, exploring topics concerning diversity and inclusion and learning practical tools to improve inclusion and communication.

The Summer 2022 LVAIC Book Read worked with Relationship Rich Education by Peter Felten and Leo M. Lambert. In the weekly sessions, 82 faculty and staff explored how relationships with students can drive their college success. The four-week program conclude with a live Zoom conversation with author Peter Felten.



## Higher Education Leaders Institute



The fifth cohort of the Higher Education Leaders Institute kicked off the 2021-22 program at Muhlenberg College in August. Throughout the year, the participants had the opportunity to interact with a broad array of leaders from across the LVAIC including the LVAIC presidents. The kickoff session and the concluding celebration were held in person with all learning sessions held virtually. This year the program included learning sessions covering higher education finance, enrollment management, academic administration, human resources, student life, and advancement. In addition to the monthly learning sessions, participants were invited to supplemental learnings sessions on Diversity, Equity, and Inclusion, and Shared Governance. Participants also had the opportunity to be paired with a leadership mentor, generally from a different LVAIC campus.

Each campus sub-cohort of participants works together throughout the program on a project to apply the learning of the program and to benefit their home campus. These projects are then presented at the conclusion celebrations to LVAIC presidents and provosts.

There are now more than 150 members of the LVAIC community who have completed this program. The program "alumni" are invited to mingle with the current participants at an annual Meet & Greet as well as at the supplementary sessions.

Following the five-year review of this program, the 2022-2023 program has been updated and will be called the Higher Education Leadership Institute to include a focus on leadership competencies as part of the learning journey.



## Health & Financial Wellness

LVAIC collaborated with Capital Blue Cross to present virtual Health & Wellness sessions during the lunch hour and the early evening. 155 participants from all six LVAIC institutions logged in to learn more about how to learn more about Stress & Eating, Sleeping Habits, Meditation, Mindfulness and more.

LVAIC also collaborated with Wells Fargo to present virtual Financial Wellness sessions to educate 63 members of our community on Financial Planning for Retirement, Saving for College, Protecting Yourself from Fraud and more.

In addition, the LVAIC community joined the 6-week Movement Challenge in both the fall and spring. In the fall, 244 faculty, staff and students took part in the LVAIC Movement Challenge, and in the spring, 452 faculty, staff and students participated from all the LVAIC campuses.

### FALL & SPRING MOVEMENT CHALLENGES

786 participants  
 =  
 106,561,102 steps  
 +  
 18,327 miles  
 +  
 3,873 km  
 +  
 92,729 minutes of additional movement



## The Lehigh Valley Research Consortium (LVRC) presented the State of the Lehigh Valley

LVRC held its 14<sup>th</sup> Annual Event, the State of the Lehigh Valley: Community Trends at a Glance (SOLV) virtually on February 18, 2022. This year, the focus was on Environmental Justice in the Lehigh Valley. Faculty contributors addressed the ways environmental issues and hazards impact our community differently, and often inequitably to a virtual audience of 219. Along with members from the LVAIC institutions, members from the community joined the virtual presentation to hear faculty members from Cedar Crest College, Muhlenberg College, and Lehigh University.

### [2021 State of the Lehigh Valley Report](#)



## LVAIC Communities of Practice

The foundation of LVAIC collaborative work is its Communities of Practice (CoP). These communities promote information and best practice sharing and foster the relationships and build the trust necessary to nurture new collaborative efforts. CoPs are generally peer groups of faculty or staff in similar roles or disciplines.

Most CoPs met virtually through the Fall semester and began to explore in-person opportunities for meeting in the Spring. It appears that there will be a significant portion of the CoP meetings that will continue to be held virtually moving forward due to the ease of scheduling and accessibility. It also appears that groups are finding that it can be productive to conduct their business virtually and to reserve in-person gatherings for networking and community building. Below are listed some of the most active 2021-2022 Communities of Practice:

<ul style="list-style-type: none"> <li>• Chief Financial Officers</li> <li>• Chief Information Officers</li> <li>• Chief Academic Officers</li> <li>• Clinical Advanced Practice Placement Group</li> <li>• Commencement Organizers</li> <li>• Communications</li> <li>• Controllers</li> <li>• COVID Liaisons</li> </ul>	<ul style="list-style-type: none"> <li>• Cross Registration Coordinators</li> <li>• Dance Consortium</li> <li>• Diversity Equity &amp; Inclusion</li> <li>• Faculty Development</li> <li>• Facilities Directors</li> <li>• Human Resources Directors</li> </ul>	<ul style="list-style-type: none"> <li>• Instructional Technologists</li> <li>• Information Technology Student Facing Staff</li> <li>• LVAIC Board of Directors</li> <li>• Purchasing Directors</li> <li>• Registrars</li> <li>• Senior Student Affairs Officers</li> <li>• Title IX Coordinators</li> </ul>	<p><b>NEW for 2021-2022</b></p> <ul style="list-style-type: none"> <li>• Conflict Resolution/Ombudpersons</li> <li>• Mental Health Outreach Coordinators</li> <li>• Pre-Health Advisors</li> <li>• Student Advocacy &amp; Prevention Group</li> </ul>
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## LVAIC Collaborative Programs

LVAIC symposia and conferences began to be held again this year – some virtually and some in person. These programs continue to showcase the collaborative efforts of the LVAIC community.

- [LVAIC Dance Consortium](#)
- [LVAIC Information Literacy Symposium](#)
- [LVEES](#) Lehigh Valley Ecology and Evolution Symposium
- [LVMCBS](#) LV Molecular & Cell Biology Society 6th Annual Symposium Promoting Student Research & Collaboration
- [LVSfN](#) Lehigh Valley Society for Neuroscience Annual Meeting

## LVAIC Subject Matter Expertise

Member campuses of LVAIC often leveraged the expertise of the LVAIC staff members as consultants. The LVAIC team provided campus specific virtual and in-person facilitation, organizational team/departmental development, analytical support, and consultative support to specific campus departments and projects such as retreat planning and delivery; personal and group coaching; presentation design and delivery coaching; and other professional consultations.

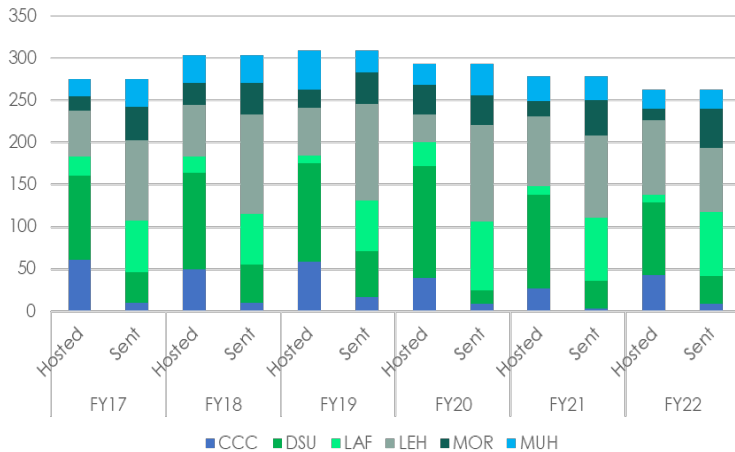
LVAIC Subject Matter Expertise	
Myers Briggs Type Indicator	Individual or group coaching sessions
Team retreats	Professional consultations
Contract and spending analysis	Operations analysis

## Cross Registration

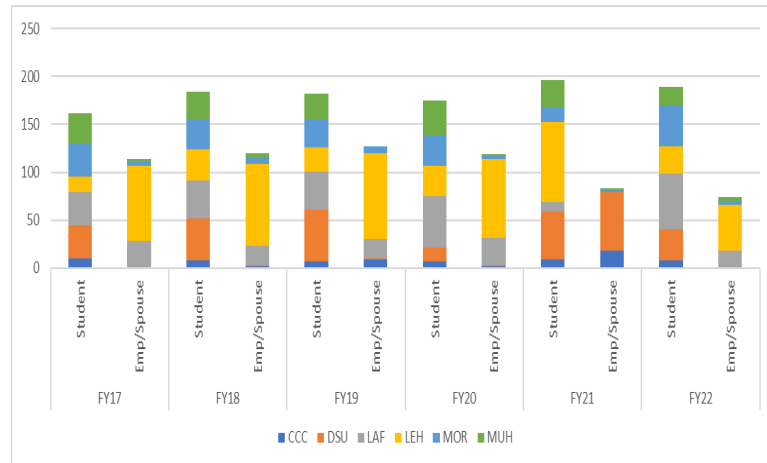
The LVAIC community continues to explore opportunities to create courses to expand student course opportunities. However, during the 2021-2022 academic year, there was a slight decline in both undergraduate and employee/spouse use of cross registration. Total participation from this year:

- Traditional Undergraduate – 115 students
- ROTC – 74 students
- Employee/Spouse – 75 students

218 total courses were taken by our students accounting for 314 seats in the classrooms and 665.5 credits.



**Number of Cross Registrants Hosted & Sent per Year**



**Number of Full-time Student & Employee/Spouse Cross Registrations per Year**

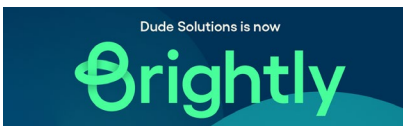
## Sourcing Driven Savings



The LVAIC institutions and their Purchasing Partners took full advantage of many of our sourcing contracts. The total spend for our contracts exceeded \$8,300,000.00 during the past fiscal year. This total includes over \$340,000.00 for COVID testing that was provided to our community from a local supplier, **Orasure**.



**Amazon Business** continued to be one of our largest community suppliers of goods. We had 1362 individual account holders across the five participating campuses (Cedar Crest College, DeSales University, Lehigh University, Moravian University, Muhlenberg College). There continues to be access to rich analytics that can allow LVAIC to supply each school with an analysis of spend comparison between Amazon and similar categories through the WB Mason spending.



**Dude Solutions is now Brightly!** Since the transition occurred, there was a name change on our campus platforms. Our campuses experienced the same great service from the newly expanded company. This contract was extended another five years.



**DocuSign** – LVAIC continued its collaborative relationship with DocuSign to support virtual migration of many campus-based business processes in the second year of the contract, Participating schools are provided with ad secure platform to send, review and sign documents and contracts.



**WB Mason** – WB Mason continued to provide desktop delivery services on campus as well as home delivery. WB Mason continued to work closely with LVAIC to save campuses money as the prices inevitably increased due to supply chain issues. This contract will be extended another six months and anticipate going out for bid on a new office supply company in early 2023.

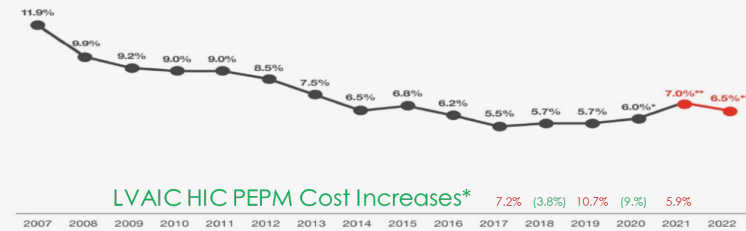
## Health Insurance Consortium

The LVAIC Health Insurance Consortium (LVAIC HIC) continued to refine its processes to bend the health care cost curve for participating campuses and their employees.

29 | Medical cost trend: Behind the numbers 2022

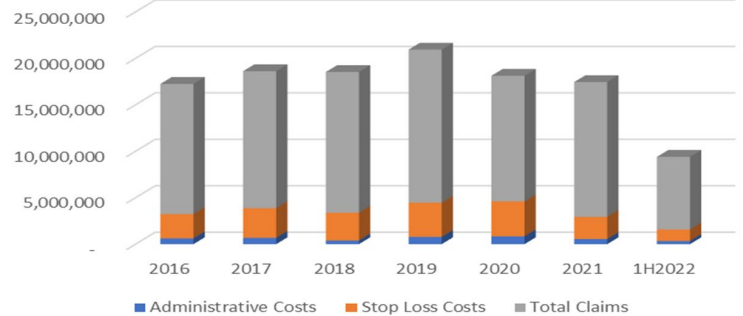
### Appendix: Medical cost trend

Figure A: Medical cost trend projected to be 6.5% in 2022, down from 7% in 2021



Source: PwC Health Research Institute medical cost trends, 2007-22  
 \*Projected medical cost trend. Does not account for the effects of the pandemic on actual 2020 spending.  
 \*\*Growth in spending expected over prior-year spending, with the effects of the pandemic removed from the prior-year spending.  
 Note: The 7% medical cost trend for 2021 was revised from a range of scenarios, from 4% to 10%, originally projected in PwC Health Research Institute's "Medical Cost Trend: Behind the Numbers 2021" report in June 2020. This revision reflects the average medical cost trend that was used for 2021 premium rate setting in 2020, shared with HRI during interviews conducted February-May 2021.

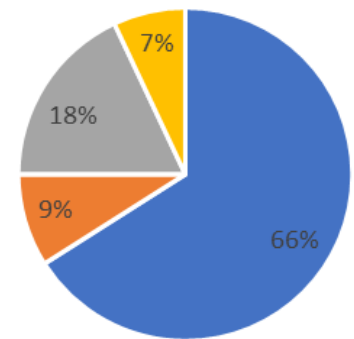
### LVAIC HIC Actual Cost Summary



## Interlibrary Loan Program

After conducting the five-year review of this program, the LVAIC team revised the process for tracking the use and movement of the interlibrary loan program during the 2021-2022 academic year. Updated collection methods of utilization data has been employed to improve courier schedules and improve reporting.

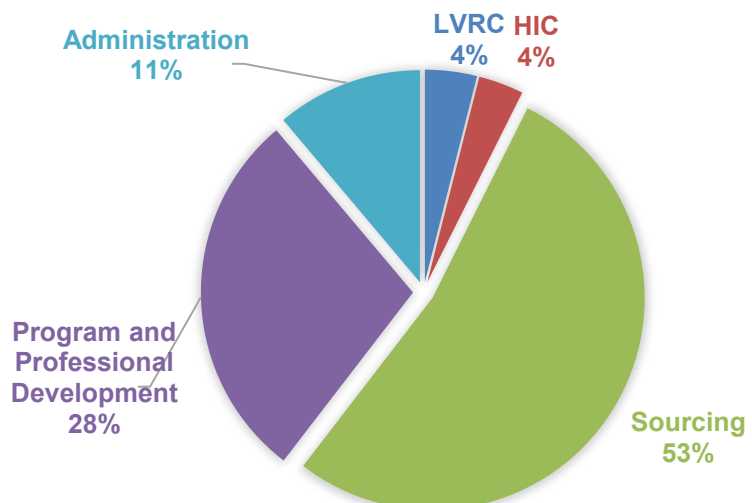
Sharing resources continues to be an important component of LVAIC collaboration. The LVAIC courier program has been operating for more than forty years and continues to move materials among the six LVAIC schools' libraries and the public libraries in Allentown, Bethlehem and Easton. Physical movement of materials increased a few years ago following the collection analysis completed by the campus libraries however has dropped during the pandemic, with an average of 76 books transported weekly.



- Public Library to Public Library
- Public Library to LVAIC School
- LVAIC School to LVAIC School
- LVAIC School to Public Library

## LVAIC Budget

The LVAIC annual budget is approximately \$1.2 million dollars and reflects on the administrative and operating costs directly incurred. It does not include approximately \$30 million dollars of expenses associated with the health insurance program or the campus spending on contracts directly negotiated and/or managed by LVAIC.



## LVAIC Strategic Plan 2020-2024

In December, the Board of Directors approved the new [2020-2024 Strategic Plan](#). The new plan focuses on our continued commitment to collaboration with an emphasis on enabling technology, shared resources, organizational enrichment, equity and inclusion. Programming, collaborations, and conversations will focus on the four priorities shown in our [Strategy Map](#).

## Vision

A pioneering collective of distinctive colleges and universities serving the large community through impactful collaboration, life-long learning and academic excellence. Each member is stronger and more distinctive as a result of the opportunities and resources optimized through LVAIC.

## Mission

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

## Governance

As an independent 501 (c) (3) non-profit organization, LVAIC is governed by a Board of Directors comprised of the presidents from the six founding colleges and universities and its executive director. It receives core funding through a formula assessment to the members. The LVAIC Executive Director serves as the consortium's chief executive officer.



## Board of Directors 2021-2022

Elizabeth M. Meade (Chair-Elect) - President, Cedar Crest College  
 James J. Greenfield - President, DeSales University  
 Nicole Hurd - President, Lafayette College  
 Joseph J. Helble - President, Lehigh University  
 Bryon L. Grigsby (Chair) - President, Moravian University  
 Kathleen E. Harring - President, Muhlenberg College  
 Diane R. Dimitroff (Secretary) - Executive Director, LVAIC  
 Kent A. Dyer (Treasurer) - Chief Business Officer & Treasurer, Muhlenberg College

## Audit Committee 2021-2022

Elizabeth M. Meade (Chair) - President, Cedar Crest College  
 Audra J. Kahr (Vice Chair) - Chief Financial Officer, Cedar Crest College  
 Deanne M. Fenstermacher - Controller, DeSales University  
 Mark F. Reed - Vice President for Finance & Administration, Moravian University  
 Craig E. Becker - Associate Vice President for Finance & Business, Lafayette College

## Staff

Diane R. Dimitroff, Executive Director  
 Janet L. Baker, Strategic Partnership Director  
 Charlene D. Bergstresser, Program Director  
 Carrie Gradin, Program Manager  
 Chelsea B. Hill, Controller  
 James Robb, LVAIC Courier

**Lehigh Valley Association of Independent Colleges**

1309 Main Street, Bethlehem, PA 18018

[www.lvaic.org](http://www.lvaic.org)



(610)625-7888