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## LVAIC OVERVIEW

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### HISTORY

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Since 1969, the Lehigh Valley Association of Independent College's success has been founded on the principle of collaboration. Our unique consortium, one of the oldest in the country, consists of six private, liberal arts colleges and universities in the Lehigh Valley (Cedar Crest College, DeSales University, Moravian College, Muhlenberg College, Lafayette College, Lehigh University), as well as six current associate member institutions in the eastern Pennsylvania region (Albright College, Alvernia University, Lehigh Carbon Community College, Neumann University, Northampton Community College, Reading Area Community College). Through innovations in collaboration and community, LVAIC aims to provide academic and business support to each member. For more information about our member colleges and universities, click [here](#).

### PURPOSE

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The primary historical purposes of the consortium have been to:

- Collaborate to enhance student's academic experiences at member colleges.
- Purchase goods and services collectively as a group to maximize our financial resources through effective procurement practices.

LVAIC's early aspirations sought to expand educational options for students, nurture academic research and professional development for faculty and staff, and promote outreach to local and regional communities. LVAIC continues today to work toward advancing collaboration, while enhancing the uniquely competitive strengths of each of our member institutions. We also seek to promote sustainable practices and use of resources on and among our member campuses.

### MISSION

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LVAIC seeks 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.

Annual Report of Programs and Activities  
2014-2015

## 2015 ANNUAL GOALS

At the core of our collaborative efforts are the practices and processes that either enhance the offerings of our campuses or help them to operate more efficiently. Each practice, program, or service is designed with one or both of these goals in mind. Additionally, fiscal 2015 continued to focus on increasing LVAIC’s overall organizational effectiveness.

The following summary chart outlines these 3 primary goals, their final status, and how the work of the LVAIC team contributed to each of them throughout fiscal 2015.

LVAIC FY 15 Goals	FY 15 Desired Outcome	FY 15 Key Activities	FY 15 Status			
			9/1	11/	2/1	4/1
	Clear Evidence on track to deliver					
	Activity w/ limited or no outcome yet					
	No activity yet					
<b>Organizational Goals</b>	<b>FY 15 Desired Outcome</b>	<b>FY 15 Key Activities</b>	<b>9/1</b>	<b>11/</b>	<b>2/1</b>	<b>4/1</b>
Operational efficiency aligned to campus priorities	Process Alignment exploration	Cross Registration				
	Technology infrastructure collaboration	Equipment repair, Federated ID				
	New cost savings through leveraged procurement	Office Supplies				
		Flexible Spending Accounts				
		Maintenance Repair Operating Supplies				
	Sustainability driven savings	Energy mgmt and waste reduction				
	Compliance and Risk mitigation	Shared Risk Management				
Data Security						
Programmatic enrichment aligned to campus priorities	Digital Literacy	Technology Institute/Digital Tools Workshop				
		Hybrid shared classes - Teagle implementation grant				
	Collaborative Curriculum	Consortial Minor or Certificate				
		Collaborative Hybrid Classes				
	Sustainability Engagement	Sustainability plan, student organizations				
	Extra Curricular Opportunities	Block booking				
	Collaborative Research Opportunities	Faculty Research Inventory				
		LVRC Strategic and Operating Plan				
	Faculty and Staff development	Diversity, equality and inclusion program				
		Student Affairs Staff development				
Management Development II						
Chair Development Workshop						
	Title IX					
	Faculty Orientation					
Organizational effectiveness	Staff Capability	Group facilitation/change management				
		Student internships				
		policies and procedures				
	Collaboration tools	Virtual meetings				
		Website				
3 Dimensional communications	communications					
	Push and pull communications					
		Social media				

## COMMUNITIES OF PRACTICE

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Communities of Practice are the foundation of LVAIC's collaboration and innovation across the member campuses. As many as 50 groups of LVAIC faculty and administrators gather formally or informally for professional development, best practice sharing, advancement of initiatives, and development of programs. Through their purpose-driven cooperation, LVAIC Communities of Practice enable educational, operational, and fiscal advantages that are oftentimes exclusive to larger-scaled institutions.

[Please click here to view a complete list of our current Communities of Practice.](#)

## COLLABORATIVE INITIATIVES

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### 2014-2015 NEW INITIATIVES

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#### TEAGLE GRANT

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The Teagle Foundation solicited proposals for initiatives promoting cost savings through collaborative, blended learning programs. LVAIC received a \$25,000 planning grant for fiscal year 2014-15 and a \$280,000 implementation grant for 2015-18. The planning grant was used to develop the concept of a Network of Digital Learners. Four faculty cohorts were recruited to develop collaborative, blended courses and course modules for implementation in 2015-16 with the expectation that additional cohorts will be recruited each for the project years. Additionally, the grant provides funding for a shared instructional designer to support these cohorts and projects who will join the LVAIC team in August 2015.

#### DIVERSITY

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A cross institutional, cross functional planning group met and identified collaborative opportunities to advance cultural awareness and sensitivity across the LVAIC faculty and staff communities. Under development are cultural sensitivity training programs for different members of the campus community as well as linking to community programs such as LINC and the United Way.

### ON-GOING COLLABORATIVE PROGRAMS

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#### COUNSELOR TOUR

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The LVAIC Counselor's Tour is a long-standing program designed to showcase the independent colleges of the Lehigh Valley to high school and independent college counselors from across the nation. Two sets of tours take place each spring, allowing a total of up to 90 counselors to spend a half-day touring and meeting with admissions representatives from each LVAIC campus.

The objectives for the Counselor Tour program include:

1. Increase visibility/awareness of individual campuses
2. Enhance relationship building with counselors/schools
3. Grow brand awareness (LVAIC, Lehigh Valley region, individual campuses)
4. Increase likelihood of counselors recommending campuses to students
5. Expand reach to counselors/geographical areas that campuses may not reach on their own
6. Maintain industry best practice for tour programs

The first 2015 tour session took place from Sunday, March 29<sup>th</sup> through Wednesday, April 1<sup>st</sup> with 41 attendees. The second session took place from Sunday, April 12<sup>th</sup> through Wednesday, April 15<sup>th</sup> with 44 attendees. Participants are lodged at the Hotel Bethlehem and are provided bus transportation to and from each campus visit. The counselors are also welcomed on Sunday evening with a dinner and orientation program overviewing the Lehigh Valley and LVAIC student programs. On Monday evening, participants network with Admissions representatives from each campus at a reception and dinner, which also includes a performance by a member campus' student a cappella group.

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As a result of participating in the tour, counselors are far more likely to recommend our institutions to prospective students. By visiting the campuses first-hand, they are also able to share personal experiences from their visit to both potential applicants and colleagues. By bringing counselors from across the nation to the Lehigh Valley, our member institutions experience significant cost savings when considering the cost to send an Admissions recruiter to each school/region represented on our tour.

### **Costs for 2015 Tours**

Total Income- \$13,400.00

Total Expenditures- \$42,123.48

Net Cost- \$28,723.48 (LVAIC Cost \$14,255.88, Member Schools Cost \$14,467.60)

### **Member Schools Funding Formula**

Cedar Crest/DeSales 10% each- \$1,446.76 per school

Moravian/Muhlenberg 15% each- \$2,170.14 per school

Lafayette/Lehigh 25% each- \$3,616.90

[For more information regarding the LVAIC Counselor Tours, please click here.](#)

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## **CONSORTIAL PROFESSORS**

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Consortial Professors allows faculty members to host faculty colleagues as one-time guest lecturers in their regularly scheduled courses. The program is designed to promote collegiality among LVAIC faculty and to enhance the undergraduate student learning experience through exposure to different perspective or specialized expertise beyond that of the faculty member teaching the course. Consortial Professors is open to all full-time LVAIC faculty and a monetary stipend is offered to the guest lecturer in exchange for sharing their expertise. [To read more, please click here.](#)

The following lectures took place during 2014-2015 through the Consortial Professors Program:

Host Faculty Member	Host Institution	Guest Faculty Lecturer	Guest Institution	Course Title	Lecture Date
Maria Barbara Zepeda Cortes	Lehigh	Sandra Aguilar	Moravian	History of Latin America	10/24/2014
Sandra Aguilar-Rodriguez	Moravian	Maria Barbara Zepeda Cortes	Lehigh	Colonial Latin America	11/20/2014
Amy Faivre	Cedar Crest	Marten Edwards	Muhlenberg	Emerging Infectious Diseases & the Environment	2/12/2015
Sandra Aguilar-Rodriguez	Moravian	Javier Puente	Lehigh	Modern Latin America	4/13/2015
Javier Puente	Lehigh	Sandra Aguilar-Rodriguez	Moravian	Latin America and Its Fragments	3/19/2015

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## **CROSS REGISTRATION**

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Cross registration is an opportunity for undergraduate students in the Lehigh Valley to enrich their academic experience by completing coursework at other LVAIC institutions at no additional cost beyond full-time tuition.

During the 2014-2015 (Summer 2014, Fall 2014 & Spring 2015 terms), a total of 84 undergraduate students and 132 employees/spouses cross-registered for 291 seats in 233 courses. While there is no cost to the student, fees are exchanged between the institutions each year based on headcount. For faculty, staff, and spouses, a fee of \$50 per credit hour is paid from the home to host institution. For traditional undergraduates, a fee of \$125 per credit hour is exchanged. Lehigh University offers ROTC courses to

## Annual Report of Programs and Activities 2014-2015

students at all LVAIC institutions at no cost (no fees are exchanged). Below is a summary of the number of students who used cross registration in 2014-2015.

Total # of students who cross registered	228
Traditional Undergrad	84
ROTC	12
Faculty/Employee/Spouse	132
Total # of Seats	291
Total # of Courses	233

[For more information about cross registration, click here.](#)

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### DANCE CONSORTIUM/CHOREOGRAPHERS ON CAMPUS

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Each year, the Lehigh Valley Dance Consortium, comprised of dance and performing arts faculty from our six member campuses, offers a vibrant calendar of both student and professional dance performances. Through the collaborative efforts of the consortium, students gain access to a rich breadth of dance performances and learning opportunities that they would not necessarily have had direct access to on their home campus. Dance consortium events are open to the public and are offered to LVAIC students at a reduced ticket price. The 2014-2015 activities of the dance consortium are supported through LVAIC and by a grant from the Pennsylvania Council on the Arts.

Through a generous grant from the Andrew W. Mellon Foundation, Lafayette College is currently hosting the [Choreographers on Campus](#) program, a three-year initiative that brings established and emerging choreographers to the classrooms, studios and stages of area colleges. The collaborative program explores the use of dance as an art form and how its creative powers can be infused across a liberal arts curriculum.

[For more information, including the Dance Consortium calendar and the Choreographers on Campus calendar, click here.](#)

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### LIBRARY SERVICES

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All faculty, staff, and students at LVAIC member institutions have access to a variety of shared library services. A dedicated LVAIC courier provides pickup and delivery for all member libraries and the [Allentown](#), [Bethlehem](#) and [Easton](#) public libraries. Students and faculty enjoy next-day access of requested books and materials. This service is offered daily throughout the academic year and three times per week during the summer. [To read more about our shared library services, please click here.](#)

This year, the Inter-library Loan program underwent a program review. This process involved collecting data on the number of books and materials dropped off and picked up at each library, analyzing the costs of the program, and researching more about the efficiencies of the process. In January 2015, the 2005 Chrysler Town & Country that was being used to transport these materials was replaced with a 2015 Nissan Versa, which cut fuel costs in half. This change in vehicles reflected the lowering usage of printed materials, allowing for a downsized vehicle. The official program review will be completed in September 2016, once an entire year's worth of data has been collected, and recommendations for the program will be forthcoming.

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**LEHIGH VALLEY COLLEGIATE CAREER EXPO (LVCCE)**

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The 14th annual Lehigh Valley Collegiate Career Expo was hosted on February 25, 2015 at the Holiday Inn in Breinigsville, PA. A planning committee of career center representatives from 13 institutions, including 5 LVAIC member campuses, organized the event. The 2015 Committee Chair was Megan Adukaitis of Alvernia University, and the Co-Chair was Nick Praedin of Lehigh University. The event is focused on connecting students with local employers in a career fair setting offering interview and networking opportunities. In collaboration with the planning committee, the event is largely planned and orchestrated by an event coordinator contracted through LVAIC. Alexandra Fiorini, independent contractor, currently holds this position.

The 2015 event was extremely successful. 125 employers were confirmed and paid in full; 123 attended the event; 11 were waitlisted. There were approximately 55 employers new to the LVCCE system, of which 18 registered and 3 were wait listed. 7 employers sponsored the event at various monetary levels, and 3 acted as service sponsors. Feedback from employers indicated that it was a well-coordinated event and the candidates were prepared and professional. Several employers conducted onsite interviews, while others planned to follow up with a significant number of qualified candidates.

<b>2015 LVCCE Current Institutional Participation Summary</b>					
<b>Institution</b>	<b>Current Students</b>	<b>Alumni</b>	<b>Unspecified</b>	<b>Total</b>	<b>Previously Attended</b>
Albright	16	2	0	18	0
Alvernia	27	0	0	27	0
Cedar Crest	20	6	0	26	1
DeSales	45	2	0	47	0
Kutztown	115	22	0	137	2
LCCC	16	9	0	25	10
Lehigh	121	15	0	136	0
Moravian	41	1	1	43	0
Muhlenberg	35	1	0	36	0
NCC	25	11	0	36	19
PSU- Berks	5	0	1	6	1
PSU- LV	21	3	0	24	2
RACC	0	0	0	0	1
Other Institutions				32	
<b>Total</b>	<b>487</b>	<b>72</b>	<b>2</b>	<b>593</b>	<b>36</b>
LVAIC Members				288	
Associate Members				106	
Non-Members				199	



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<b>2015 LVCCE Financial Summary</b>	
<b>Profit &amp; Loss Statement</b>	
Income	\$55,405.00
Expense	(\$36,980.09)
<b>Fiscal Year Net</b>	<b>\$18,424.91</b>
<b>Cash</b>	
Fiscal Year '14 Closing Cash Balance	\$29,661.51
<b>Fiscal Year '15 Net Income (less institutional payouts of \$14,000)</b>	<b>\$4,424.91</b>
<b>Fiscal Year '15 Closing Cash Balance</b>	<b>\$34,086.42</b>

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**LEHIGH VALLEY RESEARCH CONSORTIUM (LVRC)**

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*LVRC Leadership and Structure*

In August 2014, Hannah Stewart-Gambino, Professor of Government and Law/International Affairs at Lafayette College, assumed the role of LVRC Director. Christine Carpino, Assistant Professor of Political Science at Cedar Crest College, was hired for the newly created role of Research Coordinator.

*White Paper*

In 2014 and 2015, Dr. Stewart Gambino developed a comprehensive White Paper, outlining the LVRC's goals and challenges and envisioning new opportunities for growth. Dr. Stewart-Gambino met individually with campus leadership at all LVAIC institutions to discuss the White Paper and how best to align the work of the LVRC with the mission of each campus. Based on feedback from campus leaders, a primary goal will be expanding faculty and student participation in LVRC activities.

*State of the Lehigh Valley*

Nearly 175 people attended the 2015 State of the Lehigh Valley event on March 13, 2015 at DeSales University. The event featured presentations from 5 contributing report authors, followed by 3 simultaneously occurring breakout panels. Panelists included representatives from a variety of community organizations, including the United Way, City Center, the Workforce Investment Board, New Bethany Ministries and others, addressing issues concerning education and workforce preparedness, building community partnerships, and broad issues of security and well-being. [For more information regarding the event and the report, click here.](#)

*United Way of the Greater Lehigh Valley/LVRC Collective Impact Efforts*

In June 2015, the LVRC signed a year-long, \$10,000 contract with the United Way of the Greater Lehigh Valley to support collective impact efforts. Specifically, the scope of LVRC activity entails:

- Research coordination toward the goal of shared measurement and collaborative community research efforts;
- Network mapping of community impact interactions across the Valley
- Development of two workshops focused on enhancing community partners' data consumption and improving higher education's role as community partner.

*Campus Compact*

The Pennsylvania Campus Compact contributed \$1000 to developing the higher education-community partner workshops.

## Annual Report of Programs and Activities 2014-2015

Additionally, the LVRC will present a workshop entitled “Building Collaboration Up, Down, and Across: Consortial Faculty Research with Regional Partners” at the Eastern Region Campus Compact Conference in October 2015 in Newark, New Jersey. The workshop will address the LVRC’s unique business model, ways to develop collaborative research projects with community partners, and methods to effectively assess project impact.

### *Envision Lehigh Valley*

Dr. Michele Moser Deegan, then LVRC Director, was a member of the Envision Lehigh Valley steering committee. Envision Lehigh Valley was a multi-year program funded through a Sustainable Communities Regional Planning Grant from the US Department of Housing and Urban Development. Over the course of the grant, the LVRC was contracted to complete multiple sub-projects totaling \$55,000. These projects included a public outreach analysis (2012-2013), a housing survey (2013), a second public outreach analysis (2014), updating of the CBIS (2014) and a wealth disparity analysis (2014).

### *Ongoing and Completed Research Projects*

Projects already underway in 2014

- “Disparity in the Lehigh Valley: The Trends Across Income and Education” – contract with CCLV (under the HUD grant) called the Water Fountain Project. Researchers: Michele Moser Deegan (Muhlenberg College), Sabrina Terrizzi (Moravian College), and Scott Hoke (Cedar Crest College). Amount: \$3000
- “York County Community Foundation Community Culture Change Assessment Phone Survey Analysis & Report” – contract with York County Community Foundation. Researchers: Jamila Bookwala (Lafayette College) and Lanethea Mathews-Schultz (Muhlenberg College). Amount: \$15,000

New projects completed in 2014-15

- “Envision Public Outreach Analysis” – contract with Envision Lehigh Valley. Researcher: Christine Carpino (LVRC Research Coordinator/Cedar Crest College). Amount: \$18,370.00
- “Northampton County Problem Gambling Needs Assessment” – contract with Northampton County Drug and Alcohol Division. Researchers: Michele Moser Deegan (Muhlenberg College), Scott Hoke (Cedar Crest College), Christine Carpino (LVRC Research Coordinator/Cedar Crest College). Amount: \$15,950.00

Ongoing projects

- “The Lehigh Valley Disability Community: Re-Examining Community Needs and Opportunities” – contract with Good Shepherd Rehabilitation Network. Researchers: Lanethea Mathews-Schultz (Muhlenberg College) and Robert Brill (Moravian College). Amount: \$14,355
- “LVEDC Business Outreach Survey Redesign” – contract with Lehigh Valley Economic Development Corporation. Researcher: Christopher Borick (Muhlenberg College). Amount: \$4,235.00

Projects in the pipeline

- “My Brother’s Keeper” – LVRC has started conversations with the Lehigh Valley My Brother’s Keeper concerning their data needs
- “Lehigh Valley STEM Education” – working with DaVinci Center/STEM Coalition; “Buy Fresh Buy Local Greater Lehigh Valley: Harvest of the Month and Farm to School Program” – LVRC was asked to put together a budget for surveying program participants. BFBGLV applied for a USDA grant.

## PROFESSIONAL DEVELOPMENT

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### DIGITAL TOOLS

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This year, LVAIC hosted the second Digital Tools for Teaching and Learning event on Wednesday, May 27, 2015 at Moravian College. The event included 88 faculty and staff members from all member institutions. The event included an opening flipped keynote address that attendees viewed before attending a session entitled “Learner Culture and New Digital Pedagogies” by Jesse Strommel. The keynote may be viewed [online](#). Following this keynote was a series of lightning rounds showcasing digital tools in two categories: instructor-focused and student-focused. Videos of these lightning rounds are available on the [LVAIC website](#).

Following the lightning rounds was a new form of learning called “test kitchens”. Each participant received a “[Digital Tools Cook Book](#)” with more information on each digital tool from the event. Attendees then broke into small groups with specific presenters to get started in building their own form of these digital tools. Participants left the event with a tangible form of a new digital tool.

The event was tracked on social media using [#LVAICDigitalTools](#).

### SENIOR STUDENT AFFAIRS OFFICERS’ WORKSHOP

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This year’s student affairs professional development workshop featured keynote speaker, Dan Chambliss (professor of sociology at Hamilton College and co-author of *How College Works*) and was held on February 13<sup>th</sup> at DeSales University. The keynote was open to campus leadership beyond student affairs (approx. 95 attendees). This address was then followed by an interactive discussion of application in 8 areas of student affairs (approx. 85 attendees).

For the first time, the workshop also included a lightning round showcasing innovative programs on each campus. Campus presenters included Erica D’Eramo on first-year program (Cedar Crest), Magdalene Riggins on student hook up culture (DeSales), John McKnight on short-term abroad exchange (Lafayette), Madalyn Eadline on restorative practices (Lehigh), Ann Claussen on fest model (Moravian), and Lee Kolbe on sexual assault programming (Muhlenberg).

The program, which typically receives up to \$5,000 annually in funding from LVAIC, was executed for \$1306.33 due to block blocking the speaker with Lafayette.

### TITLE IX TRAINING

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In September 2014, Cedar Crest College hosted a 2-day atIXa Beyond the Basics Training that was opened up to 10 individuals from each LVAIC campus. Following this initial training with Title IX legal expert Scott Lewis, the coordinator of collaborative Title IX efforts shifted to LVAIC. LVAIC negotiated a sizeable \$75,000 retainer agreement with NCHERM to coordinate Title IX compliance, training, legal advice, and NCEHRM/atIXa resources for all 6 member campuses (\$12,500 per campus).

A Steering Committee, initially comprised of the members listed below, was implemented to guide these efforts. As TIX responsibilities shift, members are replaced and new TIX Coordinator positions are designed.

Cedar Crest: Mary Alice Ozechoski, VP Student Affairs/Traditional Enrollment

DeSales: Peter Rautzhan, AVP Administration/Planning

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Lafayette: Lisa Rex, Director Human Resources  
Lehigh: Chris Mulvihill, Director Student Conduct  
Moravian: Jon Conrad, Director Human Resources  
Muhlenberg: Lee Kolbe, TIX Coordinator

As part of the NCHERM retainer agreement, a 2-day, on-site Basic TIX Investigator Training was hosted at Cedar Crest in February, again with Scott Lewis. 55 total individuals across LVAIC were certified as TIX Investigators (Cedar Crest-12, DeSales-5, Lafayette-5, Lehigh-15, LVAIC-1, Moravian-10, Muhlenberg-7). Campuses have continued to use consultation hours to seek legal guidance on managing cases and developing policy throughout the year.

### MANAGEMENT TRAINING PROGRAM

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The Human Resources Directors continued to build upon their successful LVAIC Leadership Academy, a management training program run in conjunction with Northampton Community College's Center for Business and Industry. Two cohorts of staff from the 6 member campuses were identified and completed the 4-session program this year. Sessions included basic management skills, essential interactions, conflict resolution strategies, and situational leadership. The fall 2014 cohort had 22 participants (Cedar Crest-4, DeSales-2, Lehigh-6, Moravian-4, Muhlenberg-6) and the spring 2015 cohort had 25 (Cedar Crest-3, DeSales-2, Lafayette-2, Lehigh-9, Moravian-4, Muhlenberg-4). LVAIC will work with CBI to continue offering the program in the fall and will explore a Level II program for those who seek additional leadership training.

## LVAIC ADMINISTRATION

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### GOVERNANCE

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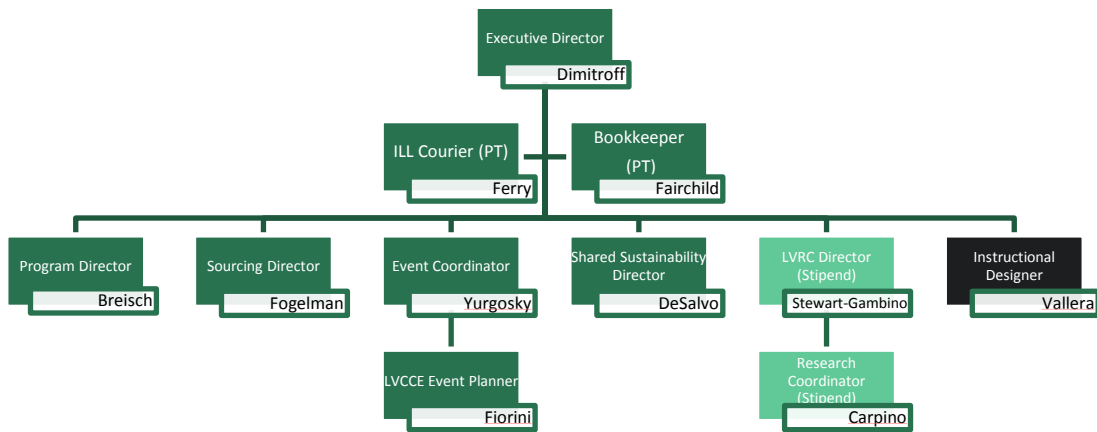
As an independent non-profit organization, LVAIC is governed by a Board of Directors comprised of the presidents from the six founding colleges and universities. It receives core funding through a formula assessment to the members. The LVAIC Executive Director serves as the consortium's chief executive officer. All collaborative programs and initiatives are channeled to the board 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).

[To view a complete list of our Board of Directors, the LVAIC Coordinating Council and the Audit Committee, click here.](#)

### STAFFING

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LVAIC employs a seasoned mix of business and higher education professionals. Our team is comprised of five full-time staff members, a part-time accounting specialist, a part-time library courier, two contracted program coordinators, and student interns. Joining the LVAIC staff in early FY15 will be a shared instructional designer.



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**FINANCIALS**

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	FY13	FY14	FY14	FY 15	FY 15	FY16
	Actual	Approved	YE	Approved	Y/E	
		Total Budget	Actual	Total Budget	Outlook	Budget
<b>Revenues</b>						
Total Revenues	1,026,561	1,050,100	850,209	814,400	1,000,421	998,000
<b>Expenses</b>						
Wages	458,800	520,420	478,874	501,629	475,444	535,375
Administrative	99,974	147,500	64,422	80,305	70,722	77,825
Program Expenses	457,915	382,180	231,767	209,800	400,503	384,800
		-				
		-				
Total Expenses	1,016,689	1,050,100	775,063	791,734	946,669	998,000
Net	9,872	-	75,146	22,666	53,752	0

**MARKETING & COMMUNICATIONS**

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**LVAIC BRAND**

The LVAIC brand underwent an evolution this year. The Spring 2015 undergraduate intern made great efforts to conduct a market analysis of the current LVAIC brand and make recommendations for improving and refreshing it. Paired with the marketing and branding efforts of the Event Coordinator, these included: adopting a simpler brand message, changing to a sans serif font, adding life to the existing logo, including ivy leaves to symbolize how collaboration binds groups together, and making a conscious effort in continuing to communicate this message to the key stakeholders of the organization. While no official changes have been made, the exploration process of a refreshed brand has begun with contacting graphic designers for proposals. LVAIC wishes to communicate that the organization is the collective faculty, staff, and students of the member institutions. The refreshed brand will likely further these efforts even more greatly in the future.

**WEBSITE & AUTOMATED PROCESSES**

The LVAIC Event Coordinator focused significant effort on updating the organizational [website](#) and making content both easier to understand and easier to find. With continued use of this electronic form of communication, LVAIC effectively cut costs and increased efficiencies for many of the previously paper-focused elements of the organization.

This year, the Event Coordinator added the aspect of recorded lectures and videos from events, as well as audio to the website for numerous events. Not only was this an effective marketing tool for future events, but it also allows for referenced assets in the future.

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This year also found the beginning of an RFP process for an updated website. Currently working with Contentivity as a CMS and Liquid Interactive, LLC as a developer, LVAIC is looking to move from an information-based website to a more functional one to serve the growing needs of increased events. The Event Coordinator took the lead as the project manager for the website redesign, and has recruited the assistance of the LVAIC webmasters from each campus. The timeline projects a new website to be rolled out by the end of Fiscal Year 2016.

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### LVAIC INTERN POSITION

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LVAIC hosted two unpaid, undergraduate intern positions over the 2015 academic year. The position was titled Marketing, Communications and Event Planning. Bethany Eisenhart from DeSales University was selected for the Fall 2014 semester and Rebecca Eisenstein from Moravian College was selected for the Spring 2015 semester. Ms. Eisenstein continued her work with LVAIC through the Summer 2015.

## SOURCING AND PARTNERSHIPS

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### OVERVIEW OF ACTIVITIES

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LVAIC's Business and Administrative Services seeks to provide operational efficiencies through cost savings and enhanced value to LVAIC's member campuses through collaboration and leveraged purchasing.

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#### OFFICE SUPPLIES

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LVAIC has had a group office supply agreement for many years and most recently had an agreement with Office Depot which was utilized by 12 schools for a total annual spending of \$1.8 million. A competitive proposal process was conducted in the summer of 2014 resulting in the awarding of a new agreement to WB Mason effective January 1, 2015. The new contract is expected to produce both price reductions and cost savings in the form of rebates to all participating campuses of approximately \$275,000. Implementation of the new agreement occurred in the first quarter of 2015.

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#### SELF-FUNDED HEALTH PLAN

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LVAIC is the plan sponsor for a self-funded health program. Muhlenberg College, Moravian College and DeSales University have participated in this program since 2009 and Cedar Crest College joined the program this year. The responsibilities of the plan sponsor increased this year with the addition of Transitional Reinsurance Fees and continued evolution of the Affordable Care Act. In addition, the consulting contract with Benecon expires in December 2015 and was renegotiated in June.

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#### TAX-EXEMPTION

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LVAIC has been subject to PA sales tax since its inception in 1969. A request for sales tax exemption was developed and successful upon appeal, effective February 2015. This will save LVAIC approximately \$6,000 per year.

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#### HAZARDOUS WASTE

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Several LVAIC member campuses have been utilizing Stericycle for hazardous waste removal for many years. This contract was streamlined and renegotiated resulting in anticipated savings of approximately \$50,000.

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#### RISK MANAGEMENT

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There has been discussion among several of the member CFOs regarding the potential to engage in collaborative or shared risk management services. A proposal for a shared resource was developed for consideration and tabled. Several campuses are working with a consultant to do a preliminary enterprise risk assessment before reconsidering a shared resource.

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#### STAFF TRANSITION

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Nate Golub resigned at the end of February. His replacement, Amber Fogelman, will join LVAIC in August 2015.



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## FUNDED CONFERENCES, WORKSHOPS AND EVENTS

Each year, the LVAIC Council of Provosts sponsors a process for faculty and staff at member institutions to apply for annual program funding to host conferences, symposia, workshops, or other collaborative programs focused on enhancing student learning and the academic experience, providing cost savings, or offering professional development for faculty/staff. The Call for Proposals and rubric for evaluation of proposals used by the Provosts is offered on the [LVAIC website](#).

Below is a comprehensive list of the programs that were funded for 2014-2015 through this process. A complete final report for each conference/program is found on the [LVAIC website](#), which outlines the description of each program, as well as the financial reports.

LVAIC Funded Conferences, Workshops, & Events	Requester	Host Campus/ Location	Event Date	Funding Amount
Neuroscience Conference	Fox, Cecelia	Lehigh	4/25/2015	\$1,700
Women and Gender Studies	Speirs, Shelley	Moravian	2/21/2015	\$4,300
LV Ecology and Evolution Conference	Iyengar, Erika	Muhlenberg	4/18/2015	\$1,200
Documentary Studies Collaborative Minor	Taub-Pervizpour, Lora	N/A	on-going	\$2,500
Social Research Social Justice Symposium	Ranieri, Kathryn	Muhlenberg	4/10/2015	\$4,000
Moravian Student Mathematics Conference	Fraboni, Michael	Moravian	2/7/2015	\$1,200
Spanish Language Service Learning	Sutherland, Erika	N/A	on-going	\$2,000
Medieval & Modern Studies Studies Conference	Black, John	Moravian	12/6/2014	\$6,000
Diversity Administrators Programs	Hunt, Christopher	N/A	on-going	\$4,000
LGBTQIA Presenter Proposal	Boyles, Trish	Lehigh	10/23/2014	\$1,000
Adult Learners Conference	Getz-Keller, Rebecca	DeSales	5/28/2015	\$500
Geometry & Topology Conference	Corvino, Justin	Lafayette	3/15/2015	\$500
Creative Writing	Powell-Watts, Stephanie	N/A	on-going	\$1,900
War and Peace Building	Denton-Borhaug, Kelly	Moravian	3/27/2015	\$4,200
SSAO Professional Development Workshop	SSAOs	DeSales	2/13/2015	\$5,000

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## SUSTAINABILITY

The LVAIC Director of Sustainability Initiatives is a shared position working across multiple consortia member campuses. The operating model for FY 2014–2015 involved providing shared services across four campuses as following approximate levels: 30 percent DeSales University; 30 percent Moravian College; and 15 percent each at Lafayette and Lehigh, respectively.

### *Lafayette College*

Shared best practices across LVAIC member schools and lend expertise to addressing a variety of sustainability-related initiatives including:

- Provide input to the discussion at Lafayette regarding the pros and cons of dual stream vs. single stream recycling.
- Provide input to evaluating options for e-waste recycling.
- Serve as a resource to the Sustainable Solutions class undertaking completing the STARS Report.
- Attend and participate in Sustainability Committee meetings and selected Earth Week events.
- Researched Foundations that support environmental/sustainability related projects.
- Worked with staff to plan the 2014 LVAIC Sustainability Conference.

### *Lehigh University*

Shared best practices across LVAIC member schools and lend expertise to addressing a variety of sustainability-related initiatives including:

- Attend the meetings of the Lehigh Environmental Advisory Group (LEAG) and serve on the Green Fund and Survey working groups. Review Green Fund applications for funding of campus initiatives and help with preparing survey questions to assess student attitudes and knowledge
- Researched Foundations that support environmental/sustainability related projects and prepared a short list of local and national grantmakers to target.
- Supported and participate in selected Earth Week events.
- Worked with staff to plan the 2014 LVAIC Sustainability Conference which was hosted by Lehigh.

### *DeSales*

Summary chart IX-1 outlines the progress made in accomplishing the individual activities undertaken to accomplish the desired outcomes on the DeSales campus.

Table IX-1  
DeSales Sustainability Program  
FY 14-15 Review of Activities

FY 14-15 Desired Outcome	FY 14-15 Key Activities	Status	Comments
Share best practices and benchmark	Benchmark energy and water usage in selected buildings on campus and analyze performance data for irregularities.		<ul style="list-style-type: none"> <li>• Tabulated energy use and annual energy cost in 31 buildings on campus and benchmarked based on energy use index (\$/ft<sup>2</sup>).</li> <li>• Based on above analysis identified 7 buildings to benchmark energy use on a monthly basis, tabulated and graphed data.</li> <li>• Working with Deacon Kelly, provided responses to the Princeton Review Green School questions.</li> </ul>
	Organize and lead Campus Environment Committee meetings. Attend Snyder staff meetings.		<ul style="list-style-type: none"> <li>• Attended all meetings, prepared meeting agenda's and lead meeting in Marc's absence.</li> <li>• Attended all Snyder staff meetings, shared information related to sustainability projects.</li> </ul>

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	Evaluate external trash and recycling container locations and develop recommendations to improve effectiveness.		<ul style="list-style-type: none"> <li>• Teamed with Jim Molchany to prepare a plan to co-located existing recycling and trash cans around campus buildings, presented to Marc Albanese for approval. Prepared materials list for the P.O., new arrangement of containers will be installed in time for Fall 2015.</li> <li>• Worked with Facilities and Custodial staff to adjust the summer schedule for trash and recycling pick-ups by Waste Management.</li> </ul>
Expand student experiences	Recruit and manage a student intern to revise the DeSales sustainability webpage and add new content.		<ul style="list-style-type: none"> <li>• Advertised a sustainability communications position but no applicants.</li> <li>• Successfully recruited a summer employee to begin gathering information for the STARS Report.</li> </ul>
	Collaborate with faculty and student teams working on class projects involving sustainable principles, (Sue McGorry, Joe Leese).		<ul style="list-style-type: none"> <li>• Partnered with Professor McGorry in the Business Dept. for a second year to provide sustainability-related projects for the capstone marketing class. Projects included evaluating business case for installing EV charging stations and assessing athletics aptitudes toward recycling.</li> <li>• Interviewed by a student writing a paper related to sustainability for her Journalism class.</li> </ul>
	Expert resource to advise student environmental club, Earth to DeSales, regarding possible projects with the goal of implementing at least one per semester.		<ul style="list-style-type: none"> <li>• Attended the club's meetings and filled role as advisor. The club activities included working with Sodexo to introduce reusable plastic cups to the DUC, weigh food waste event during the Spring 2015 semester, organized an event to make Christmas crafts from recycled materials and requesting installation of bottle filling stations in the Hurd Science Bldg.</li> <li>• Initiative to implement projects was limited. Projects suggested but not implemented included updating green jeopardy questions to be DeSales-specific, meet with Chief to learn about the Volt police cruiser, litter pickup along the stream that flows through campus and collecting clothing and non-perishable food donations at the end of the semester.</li> </ul>
	Provide reusable water bottles to freshman and transfer students at orientation to raise awareness around the negative environmental effects of plastic water bottles.		<ul style="list-style-type: none"> <li>• Identified several options for water bottles and selected based on recommendation of the Earth to DeSales club. Coordinated delivery and distribution with Nick Luchko.</li> <li>• Submitted short articles to the DeSales Daily starting during the Spring 2015 semester in an attempt to raise the visibility of the Sustainability Office.</li> </ul>
Professional Development	Participate in webinars pertaining to various topics including composting, energy efficiency, sustainability and curriculum, green cleaning, placement of trash and recycling containers, sustainability and strategic planning.		<ul style="list-style-type: none"> <li>• Participated in 12 webinars (1/month) on various topics including energy procurement, conservation, and benchmarking; sustainable purchasing; composting, recycling behavior and program enhancements, and green building rating systems.</li> <li>• Attended the DeSales Inculturation series.</li> </ul>
Clear evidence on track to deliver	Activity w/ limited or no outcome	No sufficient outcome	

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## Moravian

Summary chart IX-2 outlines the final status of individual activities undertaken to accomplish the desired outcomes on the Moravian campuses.

Table IX-2 Moravian College Sustainability Program FY 14-15 Activities Review			
Sustainability Program FY 14-15 Desired Outcome	FY 14-15 Key Activities	Status	Comments
Energy Conservation	Member of Energy Advisory Cmte. established by Kim Sherr. Identify and recommend energy conservation measures for implementation using demand response program funds.		<ul style="list-style-type: none"> <li>The GreenHounds Fund, a revolving loan fund, was established to finance energy conservation and other cost saving projects with a quantifiable savings. Procedural processes for how the fund operates need to be determined.</li> <li>The Energy Advisory Cmte was not formally established but working with Chad Royer to identify energy conservation projects. In the process of scoping out a lighting retrofit project in Colonial Hall.</li> <li>Manage the demand response program and serve as point of contact with Johnson Controls.</li> </ul>
Waste Minimization	Evaluate external trash and recycling container locations and develop recommendations to improve effectiveness on both the Hurd and Main Campuses.		<ul style="list-style-type: none"> <li>Teamed with Randy Haffling and Andy Anderson to prepare a plan to co-locate external trash and recycling cans on both north and south campus. Awaiting review and comments to the plan.</li> <li>Obtained approval to replace internal cans in Comenius with a new system of containers, which will be installed before students return for the Fall 2015 semester.</li> </ul>
	Participate in the trash/recycling hauling services RFP process. Assist with preparing draft RFP, evaluate proposal responses, and recommend award decision.		<ul style="list-style-type: none"> <li>Wrote the technical spec for an RFP in August 2014, awaiting edits to incorporate Moravian terms and conditions. Facilities staff are dissatisfied with current service provider so the timing is right to move forward.</li> </ul>
	Support the rain garden project on the Hurd Campus led by Randy Haffling.		<ul style="list-style-type: none"> <li>Worked with Randy Haffling to supported establishing the rain garden which was planted in 2014 and involved students, staff and alumni. A second phase of planting is planned for the fall 2015 semester.</li> </ul>
Expand student experiences	Recruit and manage student intern(s) to improve communications by redesigning Moravian sustainability webpage, producing new content addressing energy and waste minimization.		<ul style="list-style-type: none"> <li>Partnered with Professor Hinnefeld to provide a student intern (for credit) experience with redesigned the look and digital copy of the College's sustainability webpage. Ran into technical issues with the page going public but this is part of an overall issue for the College that is being addressed by CIT.</li> </ul>
	Advise student environmental club, ECO, regarding possible projects aligned with desired outcomes with the goal of implementing at least one per semester.		<ul style="list-style-type: none"> <li>Attended Eco club meetings and provided guidance on a range of potential projects. The club officers have shown initiative and gained recognition as an up an coming club. The club has sponsored multiple events each semester including a trash audit, stream trash pick-up, environmental alumni networking event, green pledge event, sustainable Thanksgiving meal just to name a few.</li> </ul>
	Collaborate with faculty and student teams working on class projects involving sustainable principles.		<ul style="list-style-type: none"> <li>See above description of collaboration with Professor Hinnefeld's student.</li> <li>Connected Dr. Husic's Climate Change class with Facilities and provided advice regarding purchasing LED rather than CFL bulbs and arranging for Custodial staff to change the bulbs. The output will be specific recommendations based on completing a baseline assessment using the STARS framework.</li> </ul>
Engagement	Bring the draft Sustainability Plan out to campus community over the Fall Semester, collect comments on the Plan, and produce a final product in December.		<ul style="list-style-type: none"> <li>Changed approach and printed the Plan goals on poster boards which were displayed at various campus events including accepted students day and open house to improve visibility on campus.</li> <li>Worked with Dr. Kuserk to arrange to have the student summer project to complete a baseline assessment using the STARS framework included under the SOAR umbrella.</li> </ul>
	Organize Sustainability Cmte. meetings. Work to cultivate champions on campus.		<ul style="list-style-type: none"> <li>Attended all meetings and provided agenda items.</li> <li>Much work remaining to expand the reach of sustainability on campus.</li> <li>Participated in the Strategic Plan feedback session and provided comments supporting incorporating sustainability principles into the Strategic Plan.</li> </ul>
	Member of Admissions Tour Restructuring Cmte led by Kim Baird.		<ul style="list-style-type: none"> <li>Participated in visit DeSales to taking their admissions tour of DeSales and provided suggestions for improving Moravian's tour.</li> <li>Attended several meetings and provided recommendations to highlight our sustainability culture during the tour.</li> </ul>
	Member of Tree Advisory group led by Randy Haffling, working to obtain Tree Campus USA recognition for the College		<ul style="list-style-type: none"> <li>Still in the planning stages, multiple conversations with Randy Haffling regarding the qualifying criteria: 1) Establish an Advisory Cmte. 2) Prepare a Tree Care Plan, 3) Dedicated annual expenditures, 4) Arbor Day observance, 5) Service learning project. Biggest hurdle will be establishing a dedicated budget for annual expenditures.</li> </ul>
	Member Farmers Market Group, working to organize a market for Friday afternoons in the fall.		<ul style="list-style-type: none"> <li>Attended several meetings in support of getting the Farm Fresh Market off the ground.</li> <li>Displayed the poster boards containing the goals from the Campus Sustainability Plan at the market.</li> </ul>
	Clear evidence on track to deliver		
	Activity w/ limited or no outcome		
	No activity		