ANNUAL REPORT

2017-2018

PENNSYLVANIA
HIGHLANDS
COMMUNITY COLLEGE

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MESSAGE FROM THE PRESIDENT

PENNSYLVANIA HIGHLANDS
COMMUNITY COLLEGE

Message from the President

Dear College Community:

As I move into the final years of my administration, it is time to look forward and set the direction that will be the next phase in the College's growth and development. It has been my assignment, working from the vision set by my predecessor, to move the College from a Cambria County college to a regional college.

That said, this has been one of my most challenging and most rewarding years ("It was the best of times, it was the worst of times," if I might quote Charles Dickens). Some very exciting events include the expansion of our Blair Center and into downtown Johnstown, which has had a positive impact on our place in the minds of those interested in the economic development of the region. On the challenging side, we have had to submit to our Board of Trustees our first deficit budget in the eleven years of my administration, although the good news is that we are now optimistic that we can break even at the end of the year.

However, we must understand that the "break even" comes with some difficult decisions. We are without an advancement officer/government relations officer and currently lean on the Executive Assistant to the President to lead the Foundation and on the KSA Group lobbying firm to assist with government relation activities. We were also unable to fill other key positions, such as purchasing agent, assistant for the ACE program, assistant for Institutional Research, and replacements for two vacant faculty positions. We may have some opportunity to fill one or two of these positions now that we know the state has approved a three percent increase in the community college allocation for FY2019.

I thought a good start for this report would be some statistical results that show, overall, an improved Pennsylvania Highlands at the end of FY2018.

College Data and Metrics 2017-2018:

- The college reported the highest graduation rate (30%), for both 150% and 200% of defined catalog time to completion, among the 14 PA Community Colleges. (IPEDS)

- A 1% year-over-year increase in the Student Right-to-know Graduation Rate was observed, from 29% to 30%, for the latest reported entrance cohort - fall 2014. (IPEDS 17-18)

- The dip in fall-to-fall retention of first-time/full-time students occurred for fall 2015 and fall 2016 entrants, 56% to 48% respectively, but early fall 2018 registration trend data indicates that the college will reverse that decline – IR estimate: 56% retention for fall 2017 to fall 2018.

- First-time in college/full-time student fall-to-spring retention rates increased from 72% to 82% when comparing fall 2016 and fall 2017 student outcomes.

- First-time in college/part-time student fall-to-spring retention rates increased from 58% to 81% when comparing fall 2016 and fall 2017 student outcomes.

- The total undergraduates served for fall terms 2015, 2016, and 2017 increased year-over-year as follows: 2,456, 2,665, and 2,814, respectively. Headcount was sustained by ACE High School Dual Enrollment gains and retention of students in key academic programs.

- The preliminary 2017-2018 FTE count, per the PA State DOE Agreed Upon Procedure methodology, is expected to exceed prior year levels, reversing a trend of four successive years of decline. (IR Estimate for 2017-2018 = 1,505 FTE vs. Prior Year = 1,484 FTE)

- The latest reported gateway course completion rate, following remedial coursework success, for the main student cohort population increased as follows: Math: 37.1% to 42.7% and English: 52.9% to 53.9% after two years. (VFA)

- Among core degree-seeking fall students, excluding high school students, 2% more fall 2017 students were considered to be of non-traditional age (25+) over prior year population statistics.

Message from the President

We were also blessed in our ability to acquire additional financial assistance through a variety of grants and other external sources, totaling nearly $3,000,000 in financial awards as shown below:

Agency	Project-title	Total Award	Period	Annual amount	Notes
PHCC New Funding Sources 2017-2018					
PDE	Blair Project	$ 2,329,045.00	10 year	$ 232,905.00	Blair leasehold improvements, furniture and equipment and space lease
PDE	Huntingdon Lease	$ 80,640.00	5 year	$ 16,128.00	Huntingdon space lease
ARC	Blair Equipment	$ 147,558.00	1 year	$ 147,558.00	Blair IT equipment, biology lab outfitting
Perkins	Perkins	$ 150,512.00	1 year	$ 150,512.00	Student educational needs
KEYS	KEYS	$ 137,754.00	1 year	$ 137,754.00	Student educational needs
University of Pitts	NNLM MAR	$ 14,990.00	1 year	$ 14,990.00	Resources at county libraries for drug addiction support
	Subtotal College awarded	$ 2,860,499.00		$ 699,847.00	
PHCC Foundation	Lee Initiatives	$ 10,000.00	1 year	$ 10,000.00	Medical Assistant Technology Lab Equipment
PHCC Foundation	CFA Fall	$ 6,000.00	1 year	$ 6,000.00	Central Park IT equipment
PHCC Foundation	CFA Spring	$ 1,586.00	1 year	$ 1,586.00	Various instructional supplies
	Subtotal Foundation awarded	$ 17,586.00		$ 17,586.00	
	Total	$ 2,878,085.00		$ 717,433.00	

Besides the numbers above, it looks like we will go into our next fiscal year with a $40,000 DCED grant to help us with the build out of our Central Park Center, thanks to an assist from Representative Bryan Barbin.

Data from the recent EMSI Economic Impact Study of the College indicates that we have grown significantly as an economic driver, not just for Cambria County, but for the Southern Alleghenies.

THE BIG EIGHT

The Operational Plan for FY2018 included Eight Priorities to be accomplished over the year, and we did a good job getting these done or nearly done:

1. **Expansion of the Blair Center**

   Our first goal was to complete construction of the Blair expansion and have occupancy by the end of the current fiscal year. We are near completion, the elevator is installed, and we are working with the landlord to resolve an issue with the HVAC system. We received an ARC grant to help cover the cost of furnishing the center. A grand opening is scheduled for the end of July 2018, prior to the start of the fall 2018 semester.

2. **The Future of Ebensburg**

   We have begun negotiating the terms of our next lease for our current Ebensburg Center and have agreed to shrink the terms of the lease as we are not certain as to our next steps for the northern Cambria campus. We want to measure the impact of our expanded Blair Center on Ebensburg, and we need to have a discussion on programming for Ebensburg that may impact the where, what, and why of the location.

3. **Expansion in Somerset**

   We now occupy the entire second floor of Partners Hall, one of the two buildings making up the Somerset County Education Complex. We have additional program offerings and are in conversation with Clarion University concerning a partnership to create an Associate of Science in Nursing degree. It was disappointing that the $350,000 the KSA Group and I had worked so hard to acquire for the Somerset County Commissioners will now go to Clarion University for its nursing program, although we may see some of the money coming to our students for scholarships.

4. **Develop Johnstown Outreach Center**

   We have opened the Central Park Center downtown, and it has been busy as a service provider for prospective students who cannot easily make their way to Richland for initial contact, questions, and testing. We have had some training sessions take place there, and nonprofit organizations have used the Center for meetings and trainings as well. A big boost to the College came with the help of Bill Polacek, President and CEO of JWF Industries, who helped organize a meeting of over 40 business leaders to listen to a presentation about the college, the services it provides, its overall economic impact, and its growing capacity to serve the downtown Johnstown area. From that presentation, we have seen some positive impacts: Representative Bryan Barbin stepped up and helped us with a $40,000 DCED grant to assist with the final build out of the Center, JARI assisted with the grant application, and the Community Foundation for the Alleghenies fast tracked

a $7,000 grant to help with the matching funds needed. Greg Winger, Board Chairperson and Jeff Stopko, Foundation Board President, teamed up and got area banks to contribute additional funds toward the match, leaving about $6,000 for the college to contribute to the project costs.

5. **Implement Schoology Learning Management System (LMS)**

Schoology has been installed and is fully operational. All faculty use Schoology for implementation of online classes, hybrid classes, video conferenced classes, and as a repository for materials even for face-to-face classes. Schoology provides a more user friendly learning environment for faculty and students and has additional functionality that can allow for integration of student services and other functions into our online environment. It is a big Step One toward creating an online campus.

6. **Evolving Program Delivery and Design**

We will be moving to a 4-day class week (not a 4-day work week) beginning in fall 2018. This change accompanied a master schedule redesign based on a more predictable program delivery concept as opposed to a faculty preference model. By design, students should have less time spent getting to and from the college for classes and fewer personal barriers to prevent progress toward completion. We have also begun changes in our advising processes to be more focused on guided pathways than on "getting a schedule for the next semester." Students are encouraged to use Career Coach software to explore career goals and then adjust their academic goals to better align with career goals. The change from a First Year Experience class heavy on study skills and time management training to an Academic and Career Planning course further emphasizes career pathways and efforts to move students toward degree completion.

7. **Middle States Recommendations**

Our Assistant Vice President of Institutional Research and Assessment has taken the lead on this priority, and we will be seeing new designs in our data delivery as we measure our successes. I have already found some new program review and faculty productivity data useful in how we confront program changes and faculty staffing issues.

8. **Fixing Richland: Recruitment and Retention**

Using some of the new productivity data coming out of our Institutional Research efforts, we were able to identify programs that needed a boost. The top three of these were Business Administration, Medical Coding, and Architectural Design/Civil CAD. Each program showed enrollment declines of nearly 40 FTE students since 2012, representing 40% of our lost enrollment. Medical Coding has been redesigned to get the program back to an online format (access) while correcting two curricular problems that were preventing degree completion and/or appropriate competency development. We suspended the Arch/Civil CAD program and hired a consultant who established that the program is woefully out of date and that the market for its graduates has declined. We will be moving forward with an Engineering Technology program that will be more modern, more in tune with what our high schools are teaching, and more in line with industry demand for our immediate area. The business programs have been under review by a team led by Lorraine Donahue, Vice President of Finance and Administration and we can expect redesigned curriculum to be ready for board approval by the end of the fall 2018 semester.

Along with revitalizing old programs, we are investigating new program offerings and have already approved a Patient Care Technician certificate for next year. We have a growing excitement among our faculty for program review and renewal, which should result in significant improvements over the next two years. We are also moving forward with a number of concentrations under our Liberal Arts & Sciences degree, so that students seeking specific academic disciplines, such as English, history, biology, and chemistry will find us in their web searches. The biggest roadblock to program development, however, is the fact that we rent our facility in Richland and do not have space for programs that come with lab requirements, specialized equipment, and other physical needs.
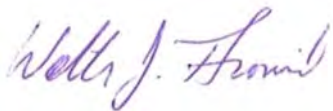
While we need to revitalize our programs and look for new program offerings, our retention efforts have been outlined under Evolving Program Delivery and Design above. Much of what we have done will not be fully measurable until implementation occurs next year, but the data provided at the beginning of this report shows that we have moved the needle in the right direction concerning a number of retention indicators. However, below are several efforts we've made to improve recruitment and retention:

Message from the President

- Added targeted digital campaign strategies to the College's Open House Marketing Campaign, which helped establish record numbers of attendees at our Spring Open House.

- Completed renovation of the website in December to a more mobile-friendly environment. It now runs on WordPress, which allows for more integration and quicker fixes to any college need. The updated website includes too many features to list here.

- First annual Retention Retreat was held in June 2017 to discuss barriers to student success and how the service offices of the college can help eliminate them. The following initiatives were implemented this year because of the discussion and planning sessions.

  ◊ Implemented a Book Alert within our PAWS system to enable faculty to notify service offices when students do not have the necessary textbooks or materials in order to be successful in class. A total of 30 alerts were triaged this academic year.

  ◊ Worked with the Library to provide textbooks on reserve across all locations for courses in which students struggle to purchase materials.

  ◊ Further promoted access to the Math/Writing Center via notations on course syllabi, faculty personal outreach and referral, and free access codes to myMathLab where needed.

  ◊ Re-implemented the Welcome/Check-in calls to new students during the fall and spring semesters where staff volunteers called to welcome new students to campus.

  ◊ Provided a resource document for students through the Student Success Center that lists all day care facilities in the area and how to access them.

- Implemented AdvisingExi for faculty advisors, including three hands-on training sessions and pilot testing with Advising Team. The online system will enable advisors to plan program requirements across multiple semesters, which can provide students with a realistic timeframe for completion.

- Completed a comprehensive review of the School Partnerships program of the college in concert with the Academic Office. Created a three-tier program to support the conversion of dual enrollment students to core enrollment following high school graduation. We met face-to-face with 18 schools to review the recommendations identified as part of the review with the goal of strengthening partnerships and promoting student success.

- Increased the accepted to registered student conversion by 4.5% (spring 2017 = 55.29%, spring 2018 = 59.86%).

- Developed a strategy and implemented a plan to meet or contact all students in the ACE program to assist them with the registration and course advising process to increase the conversion to core rate.

Thank you for allowing me to serve as your president for eleven years.

Sincerely,

Walter J. Asonevich, President

MISSION, VISION, AND ACCREDITATION

PENNSYLVANIA HIGHLANDS COMMUNITY COLLEGE

Pennsylvania Highlands Community College
Mission, Vision, and Accreditation

MISSION STATEMENT

Pennsylvania Highlands Community College provides its students with affordable opportunities to gain the knowledge and skills they need to be successful in their work, in their day-to-day lives, and in their pursuit of life-long learning in a supportive, student-oriented environment.

VISION STATEMENT

Pennsylvania Highlands Community College will be a dominant higher education provider in west central Pennsylvania – a catalyst for regional renewal – positioning our graduates to be recognized as highly competent, exceptional members of the community and workforce.

CORE VALUES

Pennsylvania Highlands Community College strives to be a community of learners where every student, employee and community member is respected and supported. The College is deeply committed to the following values:

Student Success

Creating a student-centered environment where individuals are challenged, encouraged, and supported to achieve their educational, professional, and personal goals as well as develop a spirit of intellectual curiosity and a commitment to lifelong learning.

Quality and Accountability

Establishing performance standards throughout the institution, developing measures to document effectiveness along with a commitment to continuous improvement in pursuit of excellence.

Integrity and Ethics

Holding each member of the organization to high professional and personal standards. These principles are also embodied in the Statement on Professional Ethics adopted by the College's Faculty.

Collaboration and Collegiality

Informing and involving members of the College community in discussion and problem solving at all levels in an atmosphere marked by civility and cordiality conducted with respect for personal and professional differences remembering as well the value of humor and humility.

Responsiveness to Diverse and Changing Community Needs

Developing innovative and creative responses to the region's dynamic economic, workforce, and social needs based on interactions with all segments of the community.

INSTITUTIONAL LEARNING OUTCOMES (ILO)

The College has defined a series of learning outcomes for its students that are assessed to ensure students are learning what the college intends. Associate degree graduates will have demonstrated an appropriate level of academic and professional competence to the college and community. They will have mastered the following general education competencies: the knowledge and skills that they encounter through learning opportunities necessary for success in college, their work, and as lifelong learners.

- Critical Thinking
- Scientific/Quantitative Reasoning
- Information Literacy
- Effective Communication
- Awareness of a Diverse World
- Technological Expertise

Graduates at all award levels (i.e., associate degree, diploma, or certificate) will be able to demonstrate the fundamental knowledge and integration of ideas, methods, and theory and practice as measured by the specific program learning objectives, appropriate for their award level:

- Disciplinary Knowledge - Students must demonstrate success in academic discipline-specific coursework that provides varied and intentional learning experiences to facilitate the attainment of fundamental knowledge, skills, and attitudes that foster effective citizenship, work, or continued learning.

ACCREDITATION

Pennsylvania Highlands Community College is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, which is recognized by the U.S. Secretary of Education and the Commission on Recognition of Postsecondary Accreditation.

THE COLLEGE'S STRATEGIC PLAN

2017-2022

PENNSYLVANIA HIGHLANDS COMMUNITY COLLEGE

Pennsylvania Highlands Community College
Strategic Plan – 2017 - 2022

I. **PRIORITY: ACCESS**

   A. **Goal: Pennsylvania Highlands Community College will have a physical location within commuting distance of every home in the Southern Alleghenies.**

      1. **Objective:** Penn Highlands will have ownership of its Richland campus or ownership of sufficient property in the Johnstown Area to construct a new main campus to serve no fewer than 2,000 students.

      2. **Objective:** Penn Highlands will have a full service campus established in Altoona, serving no fewer than 500 FTE students.

      3. **Objective:** Penn Highlands will have its Huntingdon outreach campus at a capacity to serve no fewer than 100 FTE students.

      4. **Objective:** Penn Highlands will have reaffirmed the location of its northern Cambria County campus or determined a new location for the campus.

   B. **Goal: Pennsylvania Highlands will deliver the highest quality education and services in the most cost effective manner.**

      1. **Objective:** Reclaim and maintain distinction of being in the top 20% of lowest net price public 2-year colleges nationwide per College Affordability and Transparency Center.

      2. **Objective:** Continue to ensure Cambria County residents can cover the costs of tuition and fees with basic Pell Grant.

      3. **Objective:** Secure $500,000 in State funding through the "Regional Community College Services" line item in the PA State Budget.

   C. **Goal: Have 3 of the 6 Southern Alleghenies counties providing subsidy for their students through tuition assistance programs.**

      1. **Objective:** Have two additional counties providing subsidy for their students through tuition assistance programs.

   D. **Goal: Pennsylvania Highlands will develop an online campus that provides innovative design and delivery of online education.**

      1. **Objective:** Implement a new Learning Management System to deliver a state-of-the-art online learning experience to our students.

      2. **Objective:** Implement quality oversight and a cohesive plan for online programming and student services.

      3. **Objective:** Increase enrollment in 100% online programs to 100 FTE students (currently 50 FTE).

      4. **Objective:** Develop a plan for asynchronous learning and video conferencing.

   E. **Goal: Penn Highlands will move from the smallest community college to the 2nd smallest community college.**

      1. **Objective:** College to exceed 2,000 FTE over 2015-16 actual of 1,510 per PDE Agreed Upon Procedures (AUP) methodology.

      2. **Objective:** Increase Capture Rates (Core Students excludes ACE).

County	Cambria	Blair	Huntingdon	Somerset
Current Rate	.59	.09	.19	.26
5 Year	.70	.50	.30	.40

OPERATIONAL PRIORITIES FOR ACCESS:

- Establish a fund in the College Foundation to reduce non-sponsored tuition.
- Hire a full-time administrative position to oversee Online College.

II. **PRIORITY: SUCCESS AND COMPLETION**

    A. **Goal: Seek to achieve top ranking in various national ranking agents and government lists.**

        1. **Objective:** Increase percentage of students enrolled in online education from 28% (2014) to 30%.

        2. **Objective:** Tuition and fees for sponsored students not to exceed a 7.5% total increase in tuition and comprehensive fees over the 2016-2017 rate of $5,790.00.

        3. **Objective:** Maintain a student to faculty ratio of 20:1.

        4. **Objective:** Increase five-year average retention rate for full- and part-time students from current 54% FT/49% PT (2016-17 NCES) to 57% FT/53% PT.

        5. **Objective:** Increase five-year average graduation rate for 150% of Normal Catalog Time (NCT) from current (2016 NCES) 23% to 25%.

        6. **Objective:** Increase five-year average graduation rate for 200% of NCT from current 28% to 30%.

        7. **Objective:** Increase number of transfer agreements per 1,000 students with other institutions from current 90/1,000 to 115/1,000 (PA Highlands Articulation Agreement List and PA TRAC Outgoing Agreements).

    B. **Goal: Online programming experience will be equivalent to our face-to-face programming.**

        1. **Objective:** Students in online programs will have a completion rate of 90% compared to face-to-face students.

        2. **Objective:** Increase average retention rate for full- and part-time online program students to 52% FT/46% PT (National CC Benchmark Method).

        3. **Objective:** Increase rate of full-time online program students who complete or transfer in 3 years to 37%.

        4. **Objective:** Increase rate of part-time online program students who complete or transfer in 6 years to 36% (National CC Benchmark Method).

    C. **Goal: Create an innovative remediation program that optimizes completion.**

        1. **Objective:** Improve rate of credential seeking students who become college ready and complete college courses from 49.7% for math (VFA Credential Seeking Fall 2013 Cohorts) to 60% and from 68.6% for English (VFA Credential Seeking Fall 2013 Cohorts) to 75%.

    D. **Goal: Ensure the College is using the most innovative delivery methods to optimize student success.**

        1. **Objective:** Increase rate of coursework completed with a 'C' or better after first-year from 75% (2015 Fall IPEDS Cohort) to 78%.

        2. **Objective:** Increase rate of full-time students who complete or transfer in 3 years from current 37% to 39%.

        3. **Objective:** Increase rate of part-time students who complete or transfer in 6 years from current 40% to 41%.

        4. **Objective:** Increase return rate of college drop outs by 5% and ensure 35% of those captured complete or successfully transfer.

    E. **Goal: Our Student Satisfaction with the services they receive from us will be exceptional in all categories.**

        1. **Objective:** No score on student satisfaction survey below 4.9 on a 7.0 point scale.

OPERATIONAL PRIORITIES FOR SUCCESS AND COMPLETION:

- Become an "Achieving the Dream" Institution.
- Increase number of specialized accredited programs as demanded by industry.
- Provide an organized system for outreach of those who have dropped out or not continued.
- Explore the Guided Pathway Approach to academic and career planning which strives to eliminate unnecessary coursework and provides a structured pathway to program completion.

III. PRIORITY: BUSINESS AND INDUSTRY RELEVANCE

A. **Goal: Ensure the college programs are meeting the industry needs of the region for certificate and associate degree options.**

    1. **Objective:** For top 10 industries in the Southern Alleghenies extended region, College will have degree, diploma, and certificate programs that align with workforce needs of at least 8 of these industries.

B. **Goal: The College will seek out accreditation of programs that meet the needs of our region.**

    1. **Objective:** Two additional programs receive national accreditation.

C. **Goal: The College will develop a rapid response system for getting new programs offered.**

    1. **Objective:** The College will be able to respond within six months to an identified need for credit programming.

    2. **Objective:** The College will be able to respond within one month to an identified need for non-credit programming.

OPERATIONAL PRIORITIES FOR BUSINESS AND INDUSTRY RELEVANCE:

- Research accreditation opportunities for College programming to identify accreditation efforts to pursue.

IV. PRIORITY: ECONOMIC CATALYST

A. **Goal: The College will evolve an entrepreneurial incubator for its students and graduates.**

    1. **Objective:** The College will establish the entrepreneurial incubator and within 5 years, one student will have started a new business.

B. **Goal: The College will evolve a clear, systematically designed STEAM initiative.**

    1. **Objective:** Identify and implement two new STEAM programs based on industry needs of the region.

    2. **Objective:** Increase enrollment in career technical programs by 10%.

    3. **Objective:** Increase degree completion rates of STEAM programs by 3%.

C. **Goal: Assist underserved populations in our region in pursuing higher education to obtain skills required for jobs that offer family sustaining wages and to strengthen regional workforce.**

    1. **Objective:** Establish an outreach center within the City of Johnstown to help underserved and low-income residents enroll and succeed at Penn Highlands.

    2. **Objective:** Support, collaborate, and share information with local agencies in downtown Johnstown to deliver programming and assist residents with moving from poverty to self-sufficiency through educational attainment.

    3. **Objective:** Pursue additional opportunities for programming in downtown Johnstown.

OPERATIONAL PRIORITIES FOR ECONOMIC CATALYST:

- Develop an engineering technology program.

PLANNING FOR FY2019

PENNSYLVANIA
HIGHLANDS
COMMUNITY COLLEGE

Pennsylvania Highlands Community College
Planning for FY2019

Below are priorities that shape the operational priorities for FY2019 and years ahead. We will continue to press our legislators for a corrective action concerning operational funding equity. Additional priorities will arise from the President's Cabinet annual retreat in July 2018 and the Board retreat in August 2018.

FULLY ESTABLISHING BLAIR CENTER

We will need to monitor our enrollment at the Blair Center closely and develop a solid staffing plan that keeps ahead of the growth, so that we do not lose momentum. The delays caused by the HVAC system issue may impact our initial enrollment projections, but we should recover going into the spring term. We will need to locate more full-time faculty there, as well as provide staffing that provides a full array of services. It will be the beginning of a transition that makes Blair our East Campus servicing Bedford, Fulton, Huntingdon, and Centre Counties while Richland serves Cambria, Somerset, and Indiana Counties. We will need to monitor the traffic patterns of northern Cambria County students to see if there is a move away from our Ebensburg Center to our Blair Center.

THE CENTRAL PARK CENTER AND DOWNTOWN EXPANSION

The construction of the classroom and conference room needs completed at the Central Park Center and we must have a robust schedule of both non-credit workforce training and credit classes running by spring 2019. The college needs to stay in the conversations surrounding the economic development of downtown Johnstown, since the College has much to gain politically and financially if we can find ways to expand into downtown Johnstown without cannibalizing our Richland campus.

DEVELOP NEW PROGRAMS AND CERTIFICATES

Develop new academic programming in Engineering Technology, Culinary Arts, Welding, and Controlled Agriculture, along with new certificates in Substance Abuse and Engineering Technology.

DEVELOP LONG-TERM FACILITY OWNERSHIP STRATEGY

A long-term facility ownership strategy will strengthen institutional sustainability, eliminate the use of operating dollars for capital projects, allow for customized academic technical spaces, and provide access to federal grant monies.

IMPLEMENT OFFICE 365 ACROSS THE COLLEGE

As the vast majority of students and employees access and use Office 365, the College will have a greater ability to provide a student centered online learning environment.

CREATE A MORE STUDENT CENTERED ENVIRONMENT AT ALL LOCATIONS

Focusing resources on a more student centered environment will increase student satisfaction, increase graduation and retention rates, as well as improve capture rates at all sending schools.

CONTINUE OUR REVIEW OF MIDDLE STATES STANDARDS AND TEAM RECOMMENDATIONS TO IMPROVE EXISTING COMPLIANCE AND ASSESSMENT PROCESSES

Following the Middle States self-study team visit in 2017, the College continues to review and monitor progress on the recommendations and suggestions provided. The College will be well positioned for annual reviews, a mid-point peer review, and an 8 year self-study.

PREPARE TO SEARCH FOR A NEW PRESIDENT

The search for a new president will begin in the next year. The spring 2019 semester will be the quiet phase of the search, determining the characteristics desired of the next president, creating the search materials, and establishing the timeline, search committee, and other elements of the actual search process. The new president should be identified by January 2020 to take over on August 1, 2020.

PREPARING FOR THE COLLEGE'S 25TH ANNIVERSARY

Penn Highlands will be 25 years old during the FY2020 year, and we need to spend some time establishing the how, where, when, and why of our celebration. The plans should include special approaches to fundraising.

ACCOMPLISHMENTS AND UPDATES

PENNSYLVANIA HIGHLANDS COMMUNITY COLLEGE

OFFICE OF VICE PRESIDENT OF ACADEMIC AFFAIRS

Advising

- 58 prerequisite/co-requisite waiver request forms.
- 74 graduation requirement change forms.
- 1 credit/life experience review.
- 13 course request forms.

Academic Affairs

- Completed/updated: 2018-2019 Budget Process; Lab Fees schedule; Course Schedules (SP/FA).
- Contracts: PA Director Credential Contract; Agreements: Wagner, Delahanty, Nulton.
- Review/recommendations: Promotion & Tenure Portfolios.
- 2018-2019 Catalog development completed, substantive changes.
- All syllabi reformatted/relocated to Schoology (review, reformat, implement).
- New forms developed: New Program Proposal form (includes critical concept data), Program Revision, Program Deletion, New Course Proposal, Course Revision, Course Deletion, Compensation, Invoice template (consultants).

Curriculum Development

- 4 program reviews completed.
- 3 new programs developed.
- 12 program revisions completed.
- 3 program deletions.
- 25 new course additions.
- 7 course revisions completed.
- 19 course deletions.
- 10 pathways created/revised for Liberal Arts & Sciences [BIO-ED, BIO-Pre-Professional, BIO-Science, CHEM-ED, CHEM-Science, Communications (incl. Media), English, History, Individualized Studies (new), Online (corrected)].

Additional Curricular Work

- Completed proposed welding certificate for Riggs Industries.
- Completed proposed welding certificate, advanced welding certificate, completer certificate for A.A.S. and update of current welding A.A.S. to include stackable credits.
- Completed review of proposal by Ms. Delahanty, Engineering Technology; submitted to VP with recommendations.
- Completed 4 articulation agreements.
- Completed report on "Transportation Programming".
- Completed 19 course reviews in addition to those previously reported in Curriculum Development.
- Completed guidelines for articulation, articulation development process, notice of intent to articulate, reviewed all CTC agreements, developed protocol to streamline future transfer of credits under consideration (Articulation Task Force, Chair).
- Developed potential 4+1 Small Business Management A.A.S. curriculum for ACE student matriculation.
- Rewrote/streamlined Expected Learning Outcomes on master syllabus with guidance; syllabus update process.
- Reviewed all degree programs for first semester credit distribution as recommended by CRCC.

Professional Development

- "CHEA Quality Assurance and Combatting Academic Corruption: Focus on Plagiarism" webinar.
- "OER Moment" webinar.
- "Cross-functional Approach to Academic Program Analysis" webinar.
- "NAEYC Webinar: Higher Ed Accreditation 101" (ECE) webinar.
- "T.E.A.C.H." (scholarship funding for EC students) webinar.
- Schoology Training.
- KnowBe4 IT Security training completed.
- Dennis Miller attended the 9th Annual Criminal Justice Symposium at Mount Aloysius College.
- Dr. Robert Clark attended the Society for the Study of Social Problems Conference in Montreal, Quebec, Canada.
- Dennis Miller attended the American Correctional Association Annual Conference in Orlando, Florida.
- Dr. Russell Newman attended the Beacon Conference at Montgomery College, Maryland.
- Mary Ann McCurdy and Marie Polka attended the PA Council Teacher of Mathematics Summer Conference in Harrisburg, Pennsylvania.
- Dr. Kevin Slonka presented at the International Association of Computer Information Systems Conference in Philadelphia, Pennsylvania.

CAREER SERVICES

- Goodwill Industries: Developed and implemented a 3-workshop series for Goodwill clients including career exploration, resume writing, and interview skills. One block was customized for residents with past criminal backgrounds, one for those with all other barriers to employment, and a summer session was added in June and July. (Press release coverage and WTAJ-TV news interview)
- Central Park Center: Provided complimentary three-week career development workshop series open to the general public. (Press coverage)
- Regional Industry Tours/Roundtable Program: Continued the leadership in coordinating tours/discussion for regional colleges and career tech reps, with 12-15 companies per year across the Southern Alleghenies. (Crossover benefit for Career and Workforce Departments)
- ASVAB: Partnered with ASVAB representatives to provide a Richland site offering each semester of the Armed Services Vocational Aptitude Battery to expand career decision making services to students and members of the community.

WORKFORCE EDUCATION

- Contracted Training Programs: Leadership, Management, Customer Service, Word and Excel, Math and Literature, Industrial Maintenance Teamwork, Work Readiness, Value Stream Mapping. Companies Served: Intuit/Convergys, REI Dist, Martin-Baker America, Kongsberg, North American Hoganas, Duke LifePoint, First Summit Bank, Meyersdale School District, ACRP, AARP. Total participants trained: 317.
- WEDnetPA Training: Twenty-nine companies received WEDnetPA funding.
- Next Generation PA: Attended a 2-day training for this statewide initiative with our Southern Alleghenies team of workforce partners. Currently serving on this team to implement the Next Gen program approach to provide workforce development solutions for healthcare companies (team selected sector) self-identified needs/problems.
- External organization meetings: JARI, HRAA, Re-energize Johnstown, Americorp.
- Cambria County Coroner's Office: Partnered to host the 17th annual Law Enforcement Seminar with 80 regional participants. (Press coverage)

CONTINUING AND COMMUNITY EDUCATION

- Course Statistics: 206 courses (in-class/online) were offered to 661 students with an 82% run rate (18% cancellation rate). 52% of all enrollments were new students to the college, having never taken credit or non-credit classes in the past. The Veterinary Assistant Program class was filled along with 2 of the 3 Phlebotomy offerings.

- New and Returning Programs: An EKG program was offered for the first time, and the Medical Administrative Assistant program returned for first time in several years.

- External organization meetings: JARI, HRAA, Re-energize Johnstown, Americorp.

- Pearson Vue Testing Services: 662 tests were completed since the transfer of this service from Student Success Center oversight in mid-January 2018.

SCHOOL PARTNERSHIPS

- From September 2017 to December 2017 an extensive evaluation of the ACE and Associate in High School program was completed to develop recommendations to the President and Cabinet for the future of the program.

- Implemented face-to-face visits with school districts to strengthen relationships – 18 school districts were visited.

- Approved 38 new ACE instructors for the 2017/2018 school year.

- Spring Cove, Huntingdon Area, and Shade-Central City school districts became ACE partners for the 2017/2018 school year.

LIBRARY/LEARNING RESOURCES

- Assisted with the implementation of Schoology, the college's new Learning Management System.

- Trained faculty on Schoology.

- Dean of Learning Resources appointed to the Governor's Advisory Council for Library Development.

- Library received and implemented a $15,000 National Network of Libraries of Medicine grant for a drug awareness program in all of the public and academic libraries in Cambria County.

- The library has worked with several faculty members to create open textbook resources so students do not have to purchase expensive textbooks.

- The Library collaborated with EBSCO to make Library subscription EBSCO resources available to students searching in Google Scholar.

- A Schoology online course orientation was launched at the start of the summer semester to improve student success in online courses. Current enrollment for the orientation is 204 students.

Pennsylvania Highlands Community College
Student Services

OFFICE OF VICE PRESIDENT OF STUDENT SERVICES

- Worked to ensure that student services are being offered at all locations. ADA and counseling services are now available at all locations as well.

- Restructured department staffing to better align with enrollment numbers across all locations.

- Established a protocol for Center Directors to make a formal request for a program to be offered at their location.

- Worked with registration to streamline course scheduling across all locations thereby reducing costs associated with adjunct faculty and increasing the average number of students per class.

- Assisted in procuring donated equipment from Conemaugh Health System to equip the new simulation lab.

BLAIR CENTER

- Achieved 157% of the fall 2017 part-time enrollment goal (334 credits sold).

- Exceeded FTE enrollment goal for spring 2018 semester by 11 FTE.

- Largest cohort of NSLS (Sigma Alpha Pi) inductees from Blair Center to date.

- Managed efficient operations during the construction period of the expansion project, which began in October 2017 and is near completion.

- Increased participation in student activities club; students have become more involved and connected to the community via volunteering, sponsored activities, and participation in local events.

EBENSBURG CENTER

- 4th year in a row that Ebensburg has grown enrollment fall-to-fall.

- ECE/Child Development in the first year at Ebensburg is proving a success. By providing access to the northern Cambria County and Indiana students, our enrollment was actually higher than Richland this past fall.

- Ebensburg, since fall 2013, has increased out-of-county enrollment by 48.6%. Most of this enrollment has been from Indiana County.

SOMERSET CENTER

- Has seen exceptional growth in enrollment from the 2016-2017 academic year to the 2017-2018 academic year, with overall increases in headcount by 39% for the fall and spring semesters. Since the 2013-2014 academic year, the center has seen an increased enrollment by 83% in headcount for the fall and spring semesters.

- Increased the high school senior conversion rate from 5% in fall 2016 to 7% in fall 2017.

- Has seen an increase in retention rates from spring 2017 to fall 2017 to spring 2018 to fall 2018 by 22%. The center has seen an overall retention rate increase from the 2016-2017 academic year to the 2017-2018 academic year by 15%.

- Penn Highlands leadership has also been in discussion with Somerset County elected officials, community leaders, and other higher education institutions (Clarion and PSU-Fayette) on potential partnerships to enhance post-secondary educational opportunities in Somerset County.

HUNTINGDON CENTER

- Began a rigorous advising routine with the ACE and AHS schools to ensure students were on task and taking courses with the most transferability, and provided help with MyPeak, Schoology, and coursework questions. This also allows us to help students who are not able to finish the AHS program, but who have credits that can be transferred into Penn Highlands upon graduation from high school.

- Huntingdon had one of its biggest open houses with over 30 attendees in March 2018.

- Continue to work with the Blair Center to ensure the schedule allows students to engage in programs offered in Blair but reduce the amount of travel.

CENTRAL PARK CENTER

- Staff from the student services department continue to provide staffing to the location.

- Collaborated with five human service organizations to provide presentations to clients, which included information sessions on Penn Highlands.

- Began tracking inquiries and applications from the sight; over 30 inquiries, 5 applications, and 2 spring attendees.

MARKETING & COMMUNICATIONS

- Added targeted digital campaign strategies to the College's Open House Marketing Campaign, which helped establish record numbers of attendees at our Spring Open House.

- Completed renovation of the website in December to a more mobile-friendly environment. It now runs on WordPress, which allows for more integration and quicker fixes to any college need. The updated website includes too many features to list here.

- The department earned four regional awards and one national award:

  ◊ College Brand Video: Silver Medallion

  ◊ College Brand Video: Gold Medallion

  ◊ Original Photography/Manipulated: Gold Medallion

  ◊ TV/Video Advertisement: Gold Medallion

  ◊ Video Shorts: Silver Paragon *(national award)*

REGISTRATION/ENROLLMENT SERVICES

- First annual Retention Retreat was held in June 2017 to discuss barriers to student success and how the service offices of the college can help eliminate them. The following initiatives were implemented this year because of the discussion and planning sessions.

  ◊ Implemented a Book Alert within our PAWS system to enable faculty to notify service offices when students do not have the necessary textbooks or materials in order to be successful in class. A total of 30 alerts were triaged this academic year.

  ◊ Worked with the Library to provide textbooks on reserve across all locations for courses in which students struggle to purchase materials.

  ◊ Further promoted access to the Math/Writing Center via notations on course syllabi, faculty personal outreach and referral, and free access codes to myMathLab where needed.

  ◊ Re-implemented the Welcome/Check-in calls to new students during the fall and spring semesters where staff volunteers called to welcome new students to campus.

  ◊ Provided a resource document for students through the Student Success Center that lists all day care facilities in the area and how to access them.

- Implemented AdvisingExi for faculty advisors, including three hands-on training sessions and pilot testing with Advising Team. The online system will enable advisors to plan program requirements across multiple semesters, which can provide students with a realistic timeframe for completion.

- Completed a comprehensive review of the School Partnerships program of the college in concert with the Academic Office. Created a three-tier program to support the conversion of dual enrollment students to core enrollment following high school graduation. We met face-to-face with 18 schools to review the recommendations identified as part of the review with the goal of strengthening partnerships and promoting student success.

Pennsylvania Highlands Community College
Student Services

ATHLETICS

- 11 athletes graduated.
- First WPCC Championship – Men's Basketball.
- First Region XX Tournament Win – Men's Basketball.
- First All American – Tim Biakapia, Honorable Mention.
- First 1,000 Career Point Scorer – Tim Biakapia, 1,202 career points.
- First National Qualifier – Maddie Sprankle, WXC 27th finish at National Meet.
- Highest number of Region XX First Team Members – Lacey Krouse (Volleyball), Maddie Sprankle (Cross Country), Tim Biakapia (Basketball), and Antonio Carter (Basketball).
- Region XX Honorable Mention – Lindsay Olshewsky (Volleyball), Maddie Sprankle (Basketball), and Bryan Acosta (Basketball).
- Athletic Director named WPCC Co-Athletic Director of Year.

STUDENT ACTIVITIES/STUDENT SENATE

- Participated in over 15 different community service projects throughout the year.
- Sigma Alpha Pi met all pillars to be named to the Founder Club again. Penn Highlands was also a pilot chapter for the Advanced Leadership Certification. Four members completed the certification.
- Phi Theta Kappa had 44 members join; the most in the past five years.
- Student Senate sponsored three bus trips and held a hospitality event each month.
- A new Computer Club was created.
- Held the best Homecoming in 10 years at the college in terms of attendance, activities, and volunteers.

ADMISSIONS/RECRUITING

- Increased the accepted to registered student conversion by 4.5% (spring 2017 = 55.29%, spring 2018 = 59.86%).
- Developed a strategy and implemented a plan to meet or contact all students in the ACE program to assist them with the registration and course advising process to increase the conversion to core rate.
- Streamlined the student record filing system, which will lead to time and cost savings through the reduction of supplies.

STUDENT SUCCESS CENTER

- Social Services Panel for students was held on October 10, 2017 in partnership with the Diversity Committee, Retention Taskforce, and Advising Team.
- Initiated "FYI Fridays," a weekly email to all advisors on informative topics to improve advising.
- ACRP began providing onsite therapy for student and employee referrals in January 2018.
- Bridget Hall, Counselor began to offer office hours one day each week at the Blair Center, beginning with the spring 18 semester.
- The Writing/Math Center served 141 unduplicated students through April 2018 with English, math, and various other subjects with multiple visits per student.
- All Penn Highlands Bowlers (2 men and 3 women) achieved above a 2.5 GPA for spring 2018. Three of the five achieved over 3.0. One bowler graduated in May 2018.
- 121 ADA students served in 2017/2018 over five locations.

- Consortium agreement developed with St. Francis University to help students in the 3+1 articulation agreements make a smooth transition.

- In collaboration with Career Services, a Career/Transfer Alumni Panel was offered during Homecoming Week for alumni to share their experiences with transfer and employment.

- Surveyed faculty and staff regarding mental health and disability awareness issues. Met with faculty to address survey results and presented "Assisting a Student in Crisis."

TITLE IX/RIGHT TO KNOW

- Addressed four Title IX issues all of which included an inquiry and resolution without the need for a full investigation.

- Addressed and processed 15 Right to Know requests. Each request was granted either in full or in part.

OFFICE OF VICE PRESIDENT OF FINANCE & ADMINISTRATION

- Awarded $2,329,045 in new capital funding from the Pennsylvania Department of Education through successful application for State Assistance for the Construction of Community College Facilities. Funding provides 50% of construction costs and 50% of lease costs over 10 years for the Blair Center.

- Applied for and successfully awarded ARC grant for $147,558 for equipment for Blair.

- Completed design of Blair Center Expansion.

- Awarded construction contracts for Blair.

- Construction substantially complete expanding space within Logan Valley Mall from 4,400 square feet to 18,700 square feet.

- Negotiated lease for Johnstown Central Park location and completed leasehold improvements required to occupy space.

- Applied for Department of Community and Economic Development (DCED) Grant for $40,000 in funding for Central Park.

- Negotiated lower prices for select course materials through Follett IncludED program.

- Served on Capital Work Group – state-wide committee consisting of Presidents and Finance VPs.

- In the process of negotiating extension to Ebensburg lease.

- Chaired Business Program Working Group.

FINANCIAL OPERATIONS

- Successful Unqualified opinion on the 2016-2017 financial audit.

- Renewed Gas and Electric utility contracts.

- Obtained financing – both PDE and loans for the Blair expansion project.

- Started the annual budget process earlier in the year (moved from January start to a November start) to allow more time to review, discuss, and prepare the budget.

- Updated the Uniform Grant Procurement Policy.

- Obtained PDE funding for the Huntingdon facility lease.

- In the final stages of completing a 5-year budget/projection template for planning purposes.

- In the final stages of changing office supply procurement through Office Depot.

- In the process of obtaining furnishings for the Blair center.

INFORMATION TECHNOLOGY

- Full deployment of the Schoology Learning Management System where all students and faculty are using the system. Schoology provides the tools needed to provide an environment that integrates the best of breed tools and deliver rich online courses.

- Deploying a new video conferencing solution that will be more readily available and provide the necessary tools for an online college.

- Deployed an update to the MyPeak portal to enhance the student experience with a mobile-friendly web application.

- Starting a project to deploy new hardware in instructor machines to drastically increase their speed.

- Moving our Astra Scheduling system to the Cloud.

- Deploying new switches and firewalls to increase security and increase bandwidth at all the locations.

- Deploying Jenzabar Exi to enhance advising, roster verifications, and many other capabilities to assist faculty, students, and staff to better service our students.

- Integrating the bookstore directly into Schoology to enhance the student experience and provide the best

possible price for their learning materials.

- Developing a new process for imaging computers to easily and efficiently deploy computers quickly to classrooms and offices.

- Deployed a new course assessment tool called CourseEval that provides a more efficient way to collect assessment information for each course. It replaces a paper based system. It will be fully deployed for the fall semester.

- Purchasing and deploying Blair Information Technology needs for the new site.

- Opened a new site in Central Park and deployed IT equipment needed for meetings, classes, and other gatherings.

HUMAN RESOURCES

- Ratified and implemented new five-year faculty contract.

- Recruited 14 new administrators/support staff personnel.

- Completed onboarding for 44 adjunct instructors, 8 tutors, 10 work study students.

- Complete revision/update of employee handbook.

- Managed nine Disability/FMLA cases and related absences.

FACILITIES

- Completed a remodel of room C210 – The room houses the CAD program and instructors requested to upgrade the room to facilitate both computer and manual drafting. In addition, the room needed reoriented so students would face the instructional wall directly, and not from the side. The College obtained grant funding and we purchased new drafting tables and adjustable chairs. Electrical service to the existing desks was removed and new electrical and data lines run to serve the new configuration. We then assembled all new furniture and IT connected all new computer equipment.

- Somerset Expansion – With the departure of Allegany College of Maryland from Somerset, the College expanded into their former space at Partner's Hall. We completed several tasks to facilitate our expansion including extensive furniture moves, running of new data lines, providing cooling to the communication room, and some general cleaning.

- Central Park – The College obtained a lease for space in the downtown location. We painted the entire facility inside and out and thoroughly cleaned the space.   We added new lighting to the testing lab and made a significant impact on that environment. Electrical repairs were made and exterior lighting and signage added. The college was responsible for the owner repairing the building's fire alarm system, which apparently had been non-functioning for an unknown amount of time. Additional work is in the planning phase at this time.

- Utility Contracts – We re-negotiated the contracts for natural gas and electricity rates for the next several years. KEYTEX Energy assisted us in obtaining favorable rates and we believe that we made the agreement very near the bottom of the low pricing curve.

- Blair Expansion – The department was very involved in the design phase of the project and thoroughly involved during the construction phase of the project. The project stands at roughly 90% completion with HVAC issues and the installation of the elevator as significant components. We currently are assisting the IT department with installation of Smart Boards in the facility. We are also participating in furniture specification and acquisition.

BURSAR'S OFFICE

- Continued to keep bad debt from student accounts to a minimum.

- Continued to keep students deregistered for non-payment to a minimum – we worked with students and several different situations for students to maintain enrollment.

- Started communicating with students through Schoology regarding student account information. Hope to use in future semesters to further reduce bad debt and deregistration.

FINANCIAL AID

- Early FAFSA uploads in December 2017 – We uploaded student's FAFSA information to our financial aid system in December. This allowed us to start making contact with the student to request additional information much earlier than prior years. Contact began in January 2018 (previously started in March). The process allows for early awarding of Financial Aid to new and returning students.

- Early estimated award letters began March 6, 2018 (previously started in May of each year) – We have awarded more than 300 students early awards. This provides students with an early notice of what they could be eligible to receive in financial aid for the upcoming academic year. This process provides the students the opportunity to have all of their documents in place to accept their financial aid and, if necessary, to make payment arrangements with the Bursar as early as possible. Financial Aid awards will be adjusted as necessary based on the student's actual enrollment and the costs set by the board in April. Awarding is an ongoing process.

- Default rate lowered another .3% – Since April 2016, the default rate has gone from 16.9% (2016) to 16.5% (2017) to the current 16.2% (2018). We forge on with our efforts to assist students in rectifying their defaulted and delinquent loans in order to continue with lowering our CDR. These efforts include meeting with students and assisting them with contacting their lenders as well as notifying students of the many repayment options they have available to resolve their delinquent/default status.

SECURITY AND SAFETY

- Reduction of Parking and Academic Integrity Violations through consistent application of policies and procedures.

- Resolved the "Party Bus" issue concerning UPJ students littering on Penn Highlands campus.

- Worked with Richland Township Police Department to solve:

  ◊ Theft from a student's vehicle

  ◊ Hit and Run accident in the East Hills parking lot

  ◊ Theft of a laptop computer from the KEYS office

- Active Shooter Response presentation completed for the Finance and Facilities Committee concerning Penn Highlands':

  ◊ Strengths / weaknesses

  ◊ Assessment of current measures in place

  ◊ Recommendations to improve preparedness

INSTITUTIONAL RESEARCH

- IR and the Business Office completed a Core Indicator of Financial Health dashboard, which is now included within the Board Packet materials ahead of the Middle States reporting requirement in fall of 2018. The goal was to create an overall financial measurement of the institution's health based on four standard core financial ratios and a combined index that will help the Board and senior management understand the financial position that the institution enjoys in the marketplace. Moreover, this information could prove valuable in assessing future prospects of the institution, by using the data as an affordability index that could inform the strategic plan.

- Developed a comparative review process to assess academic programs from a cost and return perspective. The new annual review report will be used to compare academic programs yield, cost, demand, and contribution margin trends. The report will replace the cost and contribution section of the current program review template and will allow a holistic view of the college's program mix for discussion and planning efforts.

GOVERNMENT & COMMUNITY RELATIONS EVENTS

- The College works with lobbyists in the positive promotion and support of the College. Ongoing meetings occur with county, state, and federal legislators.

- The College hosted the annual Legislative Reception in Harrisburg with five legislators, the PA Commission for Community Colleges, and the College's lobbyists as well as trustees, administration, and students in attendance.

- The College hosted a business and community leader's event on February 15, 2018 at our newly opened Central Park Center. More than 50 influential individuals from the community attended to learn more about Penn Highlands and our presence in downtown Johnstown.

- College representatives attended a variety of Chamber of Commerce events in Bedford, Blair, Cambria, Somerset, and Huntingdon counties. The College provided representation at the Cambria Regional Chamber's Showcase for Commerce.

- The President serves on the boards of the Cambria Regional Chamber, Somerset County Economic Development Council, and the Southern Alleghenies Workforce Development Board.

- Provided sponsorship for these events: Chamber Breakfast with Senator Casey, Bedford Chamber Annual Dinner, Cambria Regional Chamber Golf Classic, Women's Information Network Luncheon, Junior Achievement Basket Party, Harry E. Mangle Dinner, Daily American Challenge, Blair Chamber Breakfast Club, East Hills Recreation Golf Outing, Chernisky Classic, YWCA Tribute to Women, Northern Cambria School District Technology Conference.

- Provided sponsorship for the following activities and organizations: Daily News Newspapers in Education, The Tribune-Democrat Newspapers in Education, Daily American News in Education, Youth Leadership Blair County, Cambria Regional Chamber ExCEL Program, Richland School District Anti-Bullying Program, United Way of the Laurel Highlands Campaign Kick-Off, Johnstown Christmas House Village, Somerset Career Expo, Northern Cambria Rotary Club, and the Boys and Girls Club of Somerset County.

COMMUNITY SERVICE/EVENTS

- College employees donated approximately $7,500 to this year's United Way of the Laurel Highlands campaign. College employees also participated in the 2017 United Way of the Laurel Highlands Day of Caring, volunteering at the Girl Scout Camp Conshatawba.

- Employees and students volunteer throughout the year at activities including Produce to People, Cambria County Backpack Project, Conemaugh Transitional Care Unit, Special Needs Ministry at Emmanuel Church, Adopt-a-Park Spring Cleanup at the John Roberson Park, and local parades. Items and funds were gathered and donated to organizations including the Women's Help Center, Foster Grandparents of Cambria County, Toasty Toddlers Program, Walnut Grove Food Pantry, and Richland Health Care nursing home.

- Administration and faculty presented at various national and regional conferences.

- One employee graduated from the 2018 Gunter Leadership Program. Overall, twelve (12) employees have now completed regional leadership programs.

- More than 740 parents and children attended the College's 2017 Safe Trick-or-Treat Halloween event at the Richland Campus.

- Over 200 College community members attended the College's 2017 Family Day activities, which included games, music, food, and activities.

- In May 2018, the College welcomed more than 1,200 middle school students and teachers for the One Book One Community Middle School Reading program. Students are led to their stations and given presentations by a team of faculty, staff, and community volunteers. Over 80 volunteers and donors helped make this worthwhile event possible.

Pennsylvania Highlands Community College
External Affairs & Community College Foundation

FOUNDATION

The Pennsylvania Highlands Community College Foundation continues to grow achieving over $1.27 million in assets at the end of the 2017-2018 fiscal year. These assets were garnered through annual campaign donations, special fundraising events, scholarship funds, grants, and the Educational Improvement Tax Credit program. As of the June 30, 2018 preliminary unaudited financial statements, the approximate total assets of the Foundation were $1,270,715 and total support and revenue generated in the fiscal year was $286,788.

The Foundation completed its annual campaign for the fiscal year and is pleased to report more than $46,000 raised. This year's pledges and donations were received from local businesses, community residents, faculty, staff, and board members. Below is a chart of the results of the Annual Giving Campaign.

The Foundation hosted three fundraising events: Corks & Kegs reception, Black Bear 5K, and the Puttapalooza Mini-Golf Tournament. The revenue generated by these three events totaled $21,201.

Pennsylvania Highlands' students were awarded $34,177 in scholarship funds in the 2017-2018 academic year. The Foundation offers 22 scholarship opportunities for students, which are awarded based on merit, financial need, or other factors including enrollment in specific programs. A scholarship committee comprised of employees review and evaluate the scholarship applications.

2017-2018 ANNUAL GIVING CAMPAIGN

EMPLOYEE SUPPORT	
Participants	78
Total*	$ 12,308.00
BOARD/COMMUNITY SUPPORT	
Board Members	21
Businesses/Individuals	25
Total*	$ 34,612.84
DESIGNATIONS	
Unrestricted	$ 33,884.84
Phi Theta Kappa Honor Society	$ 914.00
One Book Reading Program	$ 3,154.00
Walter & Kim Asonevich Scholarship	$ 355.00
Mangarella Scholarship	$ 26.00
AAUW Johnstown Branch Scholarship	$ 65.00
Valenty Scholarship	$ 100.00
NAIFA Scholarship	$ 26.00
College Employee Supported Scholarship	$ 796.00
Kathy Holtzman Memorial Scholarship	$ 500.00
Program Designated	$ 1,000.00
Central Park Center	$ 5,000.00
Blair Center	$ 700.00
Huntingdon Center	$ 200.00
Somerset Center	$ 200.00
GRAND TOTAL*	$ 46,920.84

*Totals are based on pledges and donations.

Pennsylvania Highlands Community College
External Affairs & Community College Foundation

GRANTS

We are pleased to have been awarded a number of local grants during this year. These grants provide the College with the best opportunity to enhance programs and enrollment and lead to improved relationships with funding organizations throughout the region.

GRANT	AMOUNT	PURPOSE
Fend Foundation/ACE	$ 9,222	Scholarships for ACE students in the 5 Greater Johnstown Area School Districts
Fend Foundation	$ 3,000	Scholarships for incoming freshmen from the 5 Greater Johnstown Area School Districts
Community Foundation for the Alleghenies	$13,000	Supporting the development of the Central Park Center
TOTAL GRANTS RECEIVED	$ 25,222	

EDUCATIONAL IMPROVEMENT TAX CREDIT PROGRAM

The College's Educational Improvement Tax Credit (EITC) Program raises funds that support our Accelerated College Education (ACE) Program. The College uses these donations to ensure that the tuition rate for this project remains affordable for everyone involved. The total amount donated for this year was $44,000.

COLLEGE DATA

PENNSYLVANIA
HIGHLANDS
COMMUNITY COLLEGE

Pennsylvania Highlands Community College
College Data

STUDENT ENROLLMENT OVERVIEW

Annual Student Enrollment - Total Unduplicated Headcount

	2017-2018
Credit	3,486
Non-Credit (Workforce and Continuing Education)	769

Total Credit Enrollment by Student Type

Student Type	Fall 2017		Spring 2018	
	Headcount	Percentage	Headcount	Percentage
Degree-seeking Undergraduate Students				
Matriculated - Various Academic Programs	970	94.4%	938	96.4%
Conemaugh Histotechnology	12	1.2%	12	1.2%
Conemaugh Radiologic Technology	19	1.8%	16	1.6%
First Energy Corporation - Power Systems Institute	27	2.6%	27	2.8%
Subtotal	**1,028**	**100%**	**973**	**100%**
Non-matriculated Students				
Non-matriculated	143	56.3%	124	66.0%
Conemaugh School of Nursing	111	43.7%	64	34.0%
Subtotal	**254**	**100%**	**188**	**100%**
ACE Dual-enrollment Students				
Associate in High School	220	14.8%	217	45.2%
High School Dual Enrollment	1,267	85.2%	263	54.8%
Subtotal	**1,487**	**100%**	**480**	**100%**
Total Enrollment	**2,769**		**1,661**	

The Accelerated College Education (ACE) program, also known as Dual or Concurrent Enrollment, is a partnership between school districts and the College, which allows high school students to earn Pennsylvania Highlands' credits while in high school.

ACE Dual Enrollment Headcount and Full-time Equivalent (FTE) Students by Program

ACE Program	Fall 2017		Spring 2018	
	Headcount	FTE	Headcount	FTE
General Studies, AA in High School	24	16.6	20	10.0
Liberal Arts & Sciences, AA in High School	196	138.8	183	58.0
Small Business Management, AAS in High School	-	-	14	7.0
High School Dual Enrollment	1,266	484.8	263	72.8
Total ACE Program	**1,486**	**640.2**	**480**	**147.8**

Credit Enrollment by Semester

	Fall 2017	Spring 2018	Summer 2018
Headcount	2,769	1,661	808
Credits	21,419	14,316	4,079
Full-time Equivalent (FTE) Students	1,632.3	1,063.1	338.8

Pennsylvania Highlands Community College
College Data

DEGREE-SEEKING (MATRICULATED) STUDENT DEMOGRAPHICS

New / Returning Students

	Fall 2017		Spring 2018	
	Headcount	Percentage	Headcount	Percentage
New Students	328	31.8%	85	8.6%
Continuing Students	705	68.2%	908	91.4%
Total	1,033	100%	993	100%

Class Standing

	Fall 2017		Spring 2018	
	Headcount	Percentage	Headcount	Percentage
Freshman	700	67.8%	612	61.6%
Sophomore	333	32.2%	381	38.4%
Total	1,033	100%	993	100%

Full-time/Part-time Status

	Fall 2017		Spring 2018	
	All Students	Degree-seeking	All Students	Degree-seeking
Full-Time	810	712	663	661
Part-Time	1,959	321	998	332
Total	2,769	1,033	1,661	993

Gender

	Fall 2017		Spring 2018	
	Headcount	Percentage	Headcount	Percentage
Male	449	43.5%	432	43.5%
Female	584	56.5%	561	56.5%
Total	1,033	100%	993	100%

Race / Ethnicity

	Fall 2017		Spring 2018	
	Headcount	Percentage	Headcount	Percentage
American Indian or Alaska Native	3	0.3%	3	0.3%
Asian	6	0.6%	5	0.5%
Black or African American	49	4.7%	49	4.9%
Hispanics of Any Race	30	2.9%	35	3.5%
Native Hawaiian or Other Pacific Islander	-	-	-	
Nonresident Alien	-	-	-	
Two or More Races	26	2.5%	34	3.4%
Race or Ethnicity Unknown	32	3.1%	30	3.0%
White	887	85.9%	837	84.3%
Total	1,033	100%	993	100%

Pennsylvania Highlands Community College
College Data

Age

	Fall 2017		Spring 2018	
	Headcount	Percentage	Headcount	Percentage
Under 18	12	1.2.%	7	0.7%
18-24	731	70.8%	693	69.8%
25-29	108	10.5%	108	10.9%
30-34	64	6.2%	66	6.6%
35-39	48	4.6%	47	4.7%
40-49	48	4.6%	50	5.0%
50-64	21	2.0%	22	2.2%
65+	1	0.1%	-	-
Unknown	-	-	-	-
Total	1,033	100%	993	100%

Traditional / Non-Traditional Age

	Fall 2017		Spring 2018	
	Headcount	Percentage	Headcount	Percentage
Traditional (Under 25 years of age)	743	71.9%	700	70.5%
Non-traditional (25 years of age and older)	290	28.1%	293	29.5%
Total	1,033	100%	993	100%

Students by County of Residency

	Fall 2017		Spring 2018	
	Headcount	Percentage	Headcount	Percentage
Adams County	1	0.1%	1	0.1%
Allegheny County	4	0.4%	2	0.2%
Armstrong County	3	0.3%	3	0.3%
Beaver County	2	0.2%	2	0.2%
Bedford County	8	0.8%	10	1.0%
Berks County	1	0.1%	1	0.1%
Blair County	123	11.9%	122	12.3%
Bradford County	1	0.1%	1	0.1%
Butler County	1	0.1%	1	0.1%
Cambria County	599	58.0%	561	56.5%
Centre County	8	0.8%	6	0.6%
Clarion County	1	0.1%	1	0.1%
Clearfield County	9	0.9%	9	0.9%
Delaware County	1	0.1%	1	0.1%
Elk County	1	0.1%	1	0.1%
Erie County	1	0.1%	1	0.1%
Fayette County	2	0.2%	1	0.1%
Huntingdon County	44	4.3%	44	4.4%
Indiana County	19	1.8%	18	1.8%
Jefferson County	1	0.1%	1	0.1%
Mifflin County	1	0.1%	2	0.2%
Montgomery County	1	0.1%	1	0.1%
Potter County	1	0.1%	1	0.1%

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Students by County of Residency (continued)

	Fall 2017		Spring 2018	
	Headcount	Percentage	Headcount	Percentage
Somerset County	175	16.9%	180	18.1%
Washington County	2	0.2%	1	0.1%
Westmoreland County	16	1.5%	16	1.6%
- Out of State	7	0.7%	5	0.5%
Totals	1,033	100%	993	100%

Enrollment by Academic Program Type

Program	Fall 2017		Spring 2018	
	Headcount	FTE	Headcount	FTE
Associate of Arts – AA	400	355.9	379	331.3
Associate of Applied Science – AAS	373	320.2	376	321.7
Associate of Science – AS	223	197.7	212	182.6
Diploma	21	17.0	14	10.8
Certificate	16	13.8	12	9.0
Subtotal	1,033	904.6	993	855.4
Non-Matriculated and Conemaugh School of Nursing	254	87.2	188	59.9
Total	1,287	991.8	1,181	915.3

Academic Program Enrollment - Headcount and FTE

Program	Award Pursued	Fall 2017		Spring 2018	
		Headcount	FTE	Headcount	FTE
Accounting	AS	42	38.6	44	39.3
Architectural/Civil: CAD & Design Tech	AAS	15	14.8	18	16.8
Architectural Technology Certificate	Certificate	-	-	-	-
Business Administration	AS	31	28.0	36	33.1
Business Management	AAS	70	63.4	69	62.8
Business Management – Online	AAS	39	30.1	42	33.1
Child Development Associate	Certificate	-	-	-	-
Child Development	AAS	27	24.4	25	22.3
Child Development	Diploma	2	1.5	1	0.5
CICT-Network Administration	AAS	22	17.8	15	12.8
Civil Technology Certificate	Certificate	1	1.0	1	1.0
Computer Science	AS	28	26.5	23	20.8
Computer Support Specialist	Certificate	2	1.5	1	0.5
Criminal Justice – AAS	AAS	24	21.9	26	22.8
Criminal Justice – AS	AS	30	29.5	26	24.7
Early Childhood Education	AA	26	24.5	22	20.3
Early Childhood Management	Certificate	-	-	-	-
Electric Utility Technology	AAS	27	25.9	27	26.5
Environmental Science	AS	1	1.0	-	-
General Studies	AA	1	0.8	-	-

Academic Program Enrollment - Headcount and FTE (continued)

Program	Award Pursued	Fall 2017		Spring 2018	
		Headcount	FTE	Headcount	FTE
General Studies – Associate in HS	AA	24	16.6	20	10.0
Healthcare Information Specialist	AAS	14	12.1	16	14.6
Health Professions: Histotechnology	AAS	12	9.3	12	8.8
Health Professions: Paramedic	AAS	-	-	-	-
Human Services	AAS	21	18.3	20	17.5
Information Security and Analysis	Certificate	-	-	-	-
Information Technology – Cyber Security	AAS	4	4.0	8	7.6
Information Technology – Network Admin	AAS	13	12.4	17	15.3
Information Technology – Server Admin	AAS	5	4.1	6	4.8
Liberal Arts & Sciences	AA	274	243.6	266	230.6
Liberal Arts & Sciences – Associate in HS	AA	196	138.8	183	58.0
Liberal Arts & Sciences – Communication	AA	1	1.0	1	1.0
Liberal Arts & Sciences – English	AA	1	1.0	-	-
Liberal Arts & Sciences – History	AA	1	1.0	1	1.0
Liberal Arts & Sciences – Online	AA	31	25.4	28	22.9
Media Production	AAS	14	13.0	18	16.8
Medical Assisting Technology	AAS	34	30.9	29	25.8
Medical Coding Specialist	Diploma	19	15.5	13	10.3
Network Administration	Certificate	-	-	-	-
Non-Matriculated	-	250	87.2	188	60.0
Non-Matriculated: ACE HS Dual Enrollment	-	1,266	484.8	263	72.8
Pharmacy Technician	Certificate	13	11.3	10	7.5
Pre-Health Professions	AS	88	71.9	81	63.8
Professional Pilot	AS	4	3.0	3	1.8
Psychology	AA	57	51.5	56	51.3
Radiologic Technology	AAS	19	7.9	16	4.8
Small Business Management	AAS	6	4.3	8	5.5
Small Business Mgmt – Associate in HS	AAS	-	-	14	7.0
Small Business Management – Online	AAS	1	0.5	2	1.25
Teacher Education	AA	8	7.75	5	4.1
Technology Management	AAS	2	1.8	-	-
Welding Technology	AAS	3	1.8	1	0.8
	Totals	2,769	1,632.3	1,661	1,063.0

Note: Some of the academic programs shown above have been discontinued, modified, or renamed.

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GRADUATES

Degrees / Awards Conferred by Academic Program

Academic Program	Award	Number Conferred
Accounting	AS	6
Architectural/Civil: CAD & Design Tech	AAS	3
Business Administration	AS	9
Business Management	AAS	21
Business Management – Online	AAS	13
Child Development	AAS	8
Child Development Associate	Certificate	2
CICT-Network Administration	AAS	14
Civil Technology	Certificate	-
Computer Science	AS	1
Computer Support Specialist	Certificate	1
Criminal Justice – AAS	AAS	6
Criminal Justice – AS	AS	4
Early Childhood Education	AA	4
Early Childhood Management	Certificate	-
Electric Utility Technology	AAS	14
General Studies	AS	2
General Studies – Associate in HS	AS	23
Healthcare Information Specialist	AAS	4
Health Professions: Histotechnology	AAS	6
Human Services	AAS	4
Liberal Arts & Sciences	AA	52
Liberal Arts & Sciences – Associate in HS	AA	1
Liberal Arts & Sciences – Online	AA	2
Media Production	AAS	2
Medical Assisting Technology	AAS	10
Medical Coding Specialist	Diploma	7
Network Administration Certificate	Certificate	-
Office Administrative Specialist	Certificate	-
Pharmacy Technician	Certificate	2
Pre-Health Professions	AS	4
Psychology	AA	10
Radiologic Technology	AAS	9
Small Business Management	AAS	1
Small Business Management – Online	AAS	1
Teacher Education	AA	1
Technology Management	AAS	2
Technology Management – Online	AAS	2
Welding Technology	AAS	5
Total Awards		**256**

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Awards Conferred by Type

Program Type	Award Code	Number Conferred
Associate of Arts	AA	95
Associate of Applied Science	AAS	125
Associate of Science	AS	24
Diploma	DIP	7
Certificate	CER	5
Total Awards		**256**

EMPLOYEES AND FACILITIES

Employee Information - Occupational Category and Employment Status

	Full-Time	Part-Time	Total
Instructors	26	82	108
Executive/Administrative	29	-	29
Other Professionals, Support Services	26	4	30
Clerical & Secretarial	16	24	40
Service & Maintenance	6	2	8
Total	103	112	215

Employee Information - Employment Status, Gender, and Ethnicity

	Full-time		Part-time		Total	
	Male	Female	Male	Female	Male	Female
Black or African American	-	1	1	-	1	1
American Indian or Alaska Native	-	-	-	-	-	-
Asian or Pacific Islander	-	-	-	-	-	-
White	43	59	49	62	92	122
Hispanic	-	-	-	-	-	-
Race or Ethnicity Unknown	-	-	-	-	-	-
Total	43	60	50	62	93	122

Facilities Information

Facility	Assignable Square Feet
Blair Center	2,860
Central Park Center	2,584
Ebensburg Center	15,704
Huntingdon Center	2,428
Richland Campus	84,274
Somerset Center – Partner's Hall	4,022
Total Assignable	111,872

Pennsylvania Highlands Community College
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FINANCIAL INFORMATION

Tuition for Academic Year 2017-2018

	SPONSORED Cambria County	SPONSORED Somerset County	NON-SPONSORED Other PA Residents	OUT-OF-STATE Non-PA Residents
Full-Time Tuition (12-18 credits)	$1,905	$2,970	$3,060	$4,725
Per-Credit Tuition (1-11 credits)	$127	$198	$204	$315

Note: Amounts shown above exclude comprehensive service fees and course-specific lab and material charges.

College Revenue and Expenses FY 2016-2017

Revenue and Expenses	
Revenue	
Student Tuition & Fees, net	$7,801,724
Government Grants	$362,812
Other Income	$85,822
Total Operating Revenue	**$8,250,358**
Expenses	
Instruction	$3,751,497
Academic Support	$2,004,776
Student Services	$2,114,688
Institutional Support	$2,398,022
Facility/Maintenance	$1,768,579
Provision for Uncollectible Accounts	$82,752
Depreciation	$931,031
Total Operating Expenses	**$13,051,345**
Non-Operating Revenue/Expenses	
State Appropriations	$3,556,071
County Appropriations	$1,205,000
Financial Aid revenue	$6,770,012
Financial Aid (expenses)	($6,770,012)
Private Gifts	$15,000
Interest	($19,100)
Other non-operating revenue	$227,669
Total Non-Operating Revenue/(Expenses)	**$4,984,640**
Other Revenue	
Governments grants – Capital	$0
Total Change in Net Position	**$183,653**
Net Position – Beginning of year	**$11,776,839**
Net Position – End of year	**$11,960,492**

Pennsylvania Highlands Community College
College Data

Operating Funding by Source

Source	Amount	% of Operating Funds
Tuition	$7,801,724	60.51%
State	$3,556,071	27.59%
Local (Cambria County)	$1,205,000	9.35%
Other	$328,491	2.55%
Total	**$12,891,286**	**100.00%**

Foundation Revenue and Expenses FY 2016-2017

Revenue and Expenses	
Revenue	
In-kind Revenue	$48,633
Contributions	$89,853
Fundraising	$23,314
Total Operating Revenue	**$161,800**
Expenses	
Institutional Support	$15,000
Facility/Maintenance	$17,285
Provision for Uncollectible Accounts	$0
Scholarships and grants	$33,396
Fundraising	$3,798
In-kind Expenses	$48,633
Total Operating Expenses	**$118,112**
Non-Operating Revenue/Expenses	
Interest and dividends	$14,173
Unrealized gains and losses	$78,549
Total Non-Operating Revenue/(Expenses)	**$92,722**
Total Change in Net Position	**$136,410**
Net Position – Beginning of year	**$1,016,343**
Net Position – End of year	**$1,152,753**