

ANNUAL REPORT

2015-2016



Table of Contents

Message from the President	4
Mission, Vision, and Core Values	9
The College’s Strategic Plan 2016-2019	11
Accomplishments and Updates	13
– Middle States Commission on Higher Education Self-Study Steering Committee	13
– Academic Affairs and Student Services	14
– Finance and Administration	18
– External Affairs, Foundation, and Marketing	20
– Foundation and Grants	22
College Data	25
– Student Enrollment	25
• Annual Enrollment - Unduplicated Headcount	25
• Credit Enrollment by Semester.....	25
• Enrollment	25
– Core Student Demographics	25
• Degree Seeking Students	25
• Class Standing	25
• Full-time/Part-time Status	26
• Gender	26
• Race/Ethnicity	26
• Age.....	26
• Traditional/Non-traditional Age.....	26
• County Residence	27
• Program Type and FTE Information	27
• Academic Program Headcount and FTE Information.....	28
– Accelerated College Education (ACE) Program	29
• Enrollment.....	29
• Program Headcount and FTE Information.....	29
– Graduates	30
• Degrees/Awards Conferred by Program	30
• Program Type and Degrees/Awards Conferred	30
– Institutional Resources.....	31
• Employee Information - Occupational Category and Employment Status	31
• Employee Information - Employment Status, Gender, and Ethnicity	31
• Facilities Information.....	31
– Financial Information	32
• Tuition for Academic Year 2015-16	32
• College Revenue and Expenses FY 2014-15.....	32
• Foundation Revenue and Expenses FY 2014-15	33
• Operating Funding Sources	33

MESSAGE FROM THE PRESIDENT



Message from the President

Dear College Community:

Fiscal Year 2016 has been the most challenging of my career at Penn Highlands. We faced financial turmoil with our County funding dependent on the results of the November 2015 commissioners' election results, and our state funding was suspended as the Governor and General Assembly struggled to develop a budget upon which they both could agree. Added to that, the College saw the third straight year of declining enrollments, dramatically reducing our tuition and fee revenue for the year.

All of these financial challenges changed our focus as we were out of necessity forced to cut spending from as many different directions as we could. We tightened our master schedule to reduce overload and adjunct costs, resulting in an increase of student/faculty complaints about getting the classes they wanted at the times they wanted. Also, far too many of our students at the academic centers were forced into too many online and video classes. We have deferred maintenance and held off on life cycle replacement of hardware and other equipment, which cannot be delayed too many years before we are caught up in teaching yesterday's technology to tomorrow's workforce.



But we did manage to reduce a \$700,000 projected deficit down to a balanced budget by year's end.

Looking at our operational plan and strategic plan, we were fairly successful in hitting the goals we set for ourselves. The Big Six provided a focus for our energies:

- Our **Middle States Self-Study** has progressed on schedule. As of today we are working on our final draft of the document, adding in the documents roadmap that provides a clear connection between our self-study report and the supporting documents. The Trustees should see a final draft in August.
- We have a signed lease for our move to the ACM facilities in Somerset. This will put all of our classrooms in one building, so students will not have to travel to a separate site for science labs. We will also have access to a cafeteria and a community room, which will give students more services. The county library is also on the premises, which will help with quiet space and a means for students to do research.
- The Facilities Master Plan is underway after so many years of putting it off. And it is already producing some interesting data for our review. The burning number is the .65 capture rate that we have in Cambria County against the state average of 2.0 and the national average of 2.4. Essentially, the numbers are telling us that, even though the county population is shrinking, our growth potential is nowhere near exhausted.
- The Weekend College is ready to start in Fall 2016, and at last report, the enrollment is beginning to show that the classes we have scheduled will run. I think we have the right person in charge of the project and it should help us recover some lost adult (25 and up) enrollment.
- We reorganized Workforce Education and now have that department running at slightly better than break even, which is a dramatic improvement over the years of deficit results as we struggled to find a cost effective model to match our market share of workforce training in the region.
- I became directly involved with working with faculty and others on redesigning our approach to developmental education, and we now have in place some significant changes that we will need to monitor and assess over the next few years. Both the math and English departments have reduced developmental classes down to one section of math and one of English, so students do not have to work their way through multiple 3-credit classes that do not count toward graduation and that do slow their progress toward a degree. We have also adopted an In Progress (IP) grade for students who make every effort but who don't quite reach the appropriate competency level for "college ready." Finally, we will be bringing to the Board a new mandatory placement policy that adds high school GPA to the list of measures that can allow students to be deemed "college ready" without taking a placement exam. This last comes as a result of looking at Achieving the Dream research that shows that placement tests are not the best means of measuring college readiness and that the 2.6 GPA has been found to allow more students to move into college level math and English courses with considerable success.

Message from the President

Some non-Big Six accomplishments worth noting are:

1. Our Foundation now has assets in excess of \$1,000,000 and has set a new 5-year goal to get its assets to \$1.5 million by 2021.
2. Schools.com ranked us the second best community college in Pennsylvania citing our affordability and our excellent graduation rate, retention rate, and transfer rate.
3. Our NACEP accredited dual enrollment program continues to get statewide and national attention with presentations made this year in San Diego and Denver, a visit by a representative of a Maine College seeking help with redesigning their program, and a visit to our campus by Deputy Secretary Wil Del Pilar who had heard that ours was the program to watch in Pennsylvania.
4. Successful management of cash flow during the state budget impasse and enrollment decline. Avoided accessing the line of credit.
5. Successfully applied for and was approved for PDE funding for Richland Campus upgrades to Admissions Office, auditorium hallway restrooms, and stairwell windows.
6. Updated JWF Welding classroom with new ceiling, furniture, and technology.
7. Upgraded the gymnasiums to include new backboards, rims, and shot clocks to meet NJCAA basketball playoff requirements.
8. Accelerated the FAFSA 2016-17 process to provide early estimated financial aid award notifications to new students and to assist them in projecting their financial responsibility for the 2016-2017 Academic Year at Penn Highlands.
9. Room C222 at the Richland Campus has been renovated to support the Medical Assistant Technology program. The room is now a multifunctional workspace with flexible furniture and technology. A 13 seat computer lab and a mobile Smart Panel provide instructors with all room scenarios necessary for program accreditation.
10. Scholarship Management System - Secure design and implementation of a Public Key Infrastructure (PKI) within the college's network has been completed in support of the AwardSpring scholarship management cloud-based system. Because of the nature of the student data that will exist in the AwardSpring system it was necessary to provide the ability to log into the college systems from this cloud provider using a higher level of security. The scholarship management system became available to students in March of 2016.
11. Created / presented an Active Shooter Response presentation for employees and facilitated the first A.L.I.C.E. (Alert, Lockdown, Inform, Counter, and Evacuate) training for all full-time employees at Penn Highlands.
12. The Follett bookstore introduced the Price Match program November. If a lower book price is found with a competitor, Follett matches the lower price with a gift card in the amount of the difference.
13. Completed a self-study and hosted a site visit with MAERB/CAAHEP in support of our application for accreditation for our Medical Assisting Technology program.
14. As part of the above referenced effort, Penn Highlands was named a testing site for the National Certified Medical Assistant examination and National Center for Competency Testing.
15. Renewed and revised Electric Utility Technology program with First Energy and enrolled 15 students.
16. Partnered with Mt. Aloysius to offer Volunteer Income Tax Assistance (VITA) services to those with low income, the elderly, disabled, and other qualified individuals at no cost. Students gained IRS certification and excellent experience preparing tax returns to over 100 individuals.
17. Career Services/Workforce Education staff organized a series of Industry Tours throughout the Southern Alleghenies to increase communication and understanding between colleges and employers. Penn Highlands, SFU, UPJ, Juniata, Penn State Altoona and others participated.
18. Worked with Nulton Aviation, Finance and Administration, and Student Services to transition the Professional Pilot program following the sale of MTT Aviation to Nulton. Process continues with contract updates and program and scheduling enhancements designed to better serve students.
19. The College was awarded a National Endowment for the Humanities Grant under the Common Heritage program, one of only two awards made in Pennsylvania and 38 nationally. The grant provides for public digitization days where the public will be able to bring family documents and artifacts and have them digitized. All data gathered will be uploaded to a statewide database and ultimately to the Digital Public Library of America. The Library is partnering with the Cambria County Historical Society, St. Francis University, and JAHA on this project.

Message from the President

20. American Association of University Women, Johnstown Branch hosted a STEM event at the college for 150 girls in grades 5-8.
21. Developed a partnership with Indiana County Technology Center to offer on-line general education courses to support their LPN program.
22. Developed a partnership with Goodwill Industries of the Conemaugh Valley to offer college-level classes as part of their Helms Academy being established at their Moxham location.

ON THE FLIP SIDE:

As we entered February 2016 it became clear that our enrollment decline was close to 16% down over a three-year period. Some immediate organizational changes occurred when this was brought to my attention: (1) I moved Institutional Research to a direct report to me rather than to Academic Affairs, so I could get the data I needed directly rather than through reports that weren't always making their way to my office in a timely fashion; and (2) we moved the reception desk personnel to security rather than reporting to the assistant director of admissions. This was in order to free up our recruiters from watching the front desk, so they could devote more time to recruiting and admitting students.

The big adjustment came at the end of April when I announced to the College community a major reorganization that moved Trish Corle to VP of Student Services and Melissa Murray to AVP of External Affairs. Financial Aid moved from under Student Services to Administration and Finance (Lorraine Donahue's Division). Marketing followed Trish to Student Services, and the ACE program followed Melissa to External Affairs. We have already seen some positive results from the reorganization. Better coordination of marketing with recruiting has us looking into new, more innovative ways to penetrate our markets and increase our market share.

LOOKING FORWARD:

At the April 29, 2016 All College Meeting, I announced the theme for the coming year:

When it can no longer be business as usual, it has to be business unusual.

Our focus for the coming year has to be on enrollment regrowth, and we must look to more innovate ways to recruit and retain students than the methods we are currently using. I see some of the following actions essential to our enrollment regrowth.

- We must begin the expansion of our Blair Center. It means taking a calculated risk, but we need to move into a larger facility that includes a science lab and social spaces for students. It means we need to add more programming than the basic five, and we need to put faculty and staff on site to interact with students and make it a more complete college experience. Blair County has the potential for 1,889 students at a 1.5% capture rate, and we are just scratching the surface after four years.
- We need to add a math lab and writing center to our facility in Richland, so our students can be assisted through college level math and English courses without forcing them to sludge through developmental classes that they loathe and seldom do well at completing.
- We need to set more aggressive recruiting goals for our recruiters and hold them accountable when they come up short. But we need to work together to develop new marketing methods and recruiting methods to better penetrate the Southern Alleghenies market. Our Facilities Master Planners tell us our Core Student Participation Rate for Cambria County is 0.65 when the state average is 2.0 and the national average is 2.4. We are a great college that is still relatively unknown despite 21 years of service. The planners commented that it seems our students love us once they are here and taking classes, but they get here almost by happenstance rather than by any systematic approach to recruiting.
- We need to improve our admissions processes, so they are not a barrier to getting students from interested to sitting in our classrooms—especially true of our dual enrollment classes where we have lost at least one school because the process is too cumbersome.

Message from the President

A retreat was held with the Cabinet officers—Ted Nichols, Lorraine Donahue, Trish Corle, Melissa Murray, Susan Fisher, and Gary Boast—to take these four bullet points and the strategic plan and build an operational plan for the next year. This resulted in seven significant operational activities for the upcoming year that will turn our enrollment trend back in the right direction. We will have measurable objectives to share with the Trustees at the August retreat and Board meeting. I sincerely believe that if we expand our Blair campus—bigger space, more programs, more staff—we can recapture 70% of the enrollment we have lost by Fall 2017. But we will need to make an upfront investment to make that happen.

Sincerely,

A handwritten signature in blue ink, appearing to read 'W. Azonevich', is positioned below the word 'Sincerely,'.

Walter J. Azonevich, President

MISSION, VISION, AND CORE VALUES



PENNSYLVANIA
HIGHLANDS
COMMUNITY COLLEGE

Pennsylvania Highlands Community College

Mission, Vision, and Core Values

MISSION

Pennsylvania Highlands Community College provides quality, affordable opportunities for learning that meet regional needs in a supportive, student-oriented environment.

VISION

Pennsylvania Highlands Community College will be a nurturing, dynamic center for teaching and learning. We will be a model for individual development and a catalyst for regional renewal.

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.

THE COLLEGE'S STRATEGIC PLAN

2016-2019



Pennsylvania Highlands Community College

Strategic Plan – 2016 - 2019

Priority: Academic Quality

- **Objective:** Increase the percentage of students taught by full-time faculty
 - ◇ Goal: Ensure that 60% of the enrollment is taught by full-time faculty
- **Objective:** Identify and promote programs that have outstanding faculty and successful student retention and job placement
 - ◇ Goal: Identify one, possibly two, programs each year for marketing featuring faculty, students, and job placement/transfer data

Priority: Student Success and Involvement

- **Objective:** Increase persistence to graduation
 - ◇ Goal: Determine status of students who do not persist and implement intervention strategies to retain an additional 2% of them
- **Objective:** Increase degree completion
 - ◇ Goal: Identify 3% of students who transfer to a four-year institution and target them for reverse transfer opportunities
- **Objective:** Increase the number of students placed in careers/jobs
 - ◇ Goal: Identify three strategies to increase student participation in career services activities and gather data on job placement
- **Objective:** Improve advising services
 - ◇ Goal: Implement system to target students who enroll outside their programs and ensure that Liberal Arts and Science students are enrolled in appropriate courses
- **Objective:** Increase visibility of technical program
 - ◇ Goal: Identify two teams to compete in skills competitions at the collegiate level
- **Objective:** Revise approach to Development Education
 - ◇ Goal: Provide options and measure impact of options to development courses

Priority: Financial and Resources Accountability

- **Objective:** Migrate Workforce Education to a cost recovery financial model
 - ◇ Goal: Identify three local training needs in partnership with local workforce agencies
 - ◇ Goal: Create an evening/weekend college based on certificate training
- **Objective:** Complete a Facilities Master Plan
 - ◇ Goal: Implement recommendations resulting from Facilities Master Plan

Priority: Build a Regional Image

- **Objective:** Meet the needs of the non-traditionally-aged population
 - ◇ Goal: Identify three outreach strategies to reach residents age 55+
- **Objective:** Increase enrollment across the college's service region
 - ◇ Goal: Establish a President's Council of Business Leaders
 - ◇ Goal: Identify and target populations not currently engaged with the college

ACCOMPLISHMENTS AND UPDATES



PENNSYLVANIA
HIGHLANDS
COMMUNITY COLLEGE

Pennsylvania Highlands Community College Middle States Commission on Higher Education Self-Study Steering Committee

In keeping to the schedule established as part of the Self-Study process, the College successfully completed the self-study report in late spring. This report is an introspective, self-assessment of how the College is meeting or exceeding the standards set by the Middle States Commission on Higher Education in the publication Characteristics of Excellence in Higher Education. The College has determined that it meets all standards with a few suggestions for improvements and many identified strengths. Likewise, a Compliance Committee was established to document the College's adherence to the requirements of the Higher Education Opportunity Act.

In the Spring of 2016, the College was notified that the chair of the visiting team will be Dr. Cathleen C. McColgin of Herkimer Community College, New York. Dr. McColgin will visit the College in November to meet with the President to determine the College's readiness to proceed through the self-study process. Dr. McColgin will be given a copy of the self-study report for her comments and input. Members of the visiting team will be announced by Middle States shortly thereafter. The visiting team will be on campus March 26-29, 2017.

Pennsylvania Highlands Community College

Academic Affairs and Student Services

OFFICE OF VICE PRESIDENT FOR ACADEMIC AFFAIRS AND STUDENT SERVICES

- Provided leadership and facilitated implementation of the College's strategic and operational plans and many of the other projects listed below
- Effectively represented the President and the College at meetings with employers, social service & educational organizations, economic development entities, and community events across the region
- Provided leadership in identifying, negotiating, and nurturing partnership opportunities on behalf of the College. Examples include: ICTC Practical Nursing, Goodwill Helms Academy, LHU/Clearfield Campus, JARI/Duke Life Point, Nulton Aviation, VITA/Mt. Aloysius
- Completed the successful transition of Continuing Education and Workforce Education to their own departments; Both now effectively operating on a cost recovery model

SCHOOL PARTNERSHIPS

- Presenter (along with Dr. Asonevich and Joe Slifko) at National Alliance of Concurrent Enrollment Partnership (NACEP) national conference, Denver, CO, "Using Engaging Technology to Deliver Effective Professional Development"
- Presenter (along with Dr. Asonevich and Jack Cavanaugh) and St. Clair Community College (MI) at the Association of Community Colleges Trustees (ACCT) national conference, San Diego, CA, "Achieving National Alliance of Concurrent Enrollment Partnership Accreditation"
- Presenter at Greater Johnstown's Chamber of Commerce's ExCEL luncheon, "Changing Culture through Persistent Leadership"
- Invited speaker at Greater Johnstown School District's commencement emphasizing 9 students that achieved Penn Highlands Associate Degree
- Consulting: Developed 2-year consulting contract (\$8,000) with the University of Maine at Fort Kent on the College's School Partnership dual enrollment/accreditation model
- Associate in High School: Student enrollment at 151 with 29 students awarded the Associate Degree
- ACE Professional Development/Completion Rate: 204 ACE high school faculty members completed Annual Discipline training with a completion rate of 95%
 - ◇ 62 attending on Penn Highlands campus
 - ◇ 142 completing online
- ACE Site Visits: ACE Liaisons (Pennsylvania Highlands' faculty) completed 94 high school site visits at 36 school districts; Two ACE instructors were placed on Program Modification Plans
- Served as National Alliance of Concurrent Enrollment Partnership (NACEP) Lead Peer Reviewer for Tompkins Cortland Community College's (NY) re-accreditation application

OFFICE OF INSTRUCTION

- Hosted national program accreditation visit from the Commission on Accreditation of Allied Health Education Programs for Medical Assisting Technology A.A.S. program; Preliminary feedback very positive; Final ruling expected shortly
- Significantly increased capacity to provide quality on-line, hybrid, and video instruction across the region through an ambitious and on-going program of faculty development and innovative scheduling solutions
- Increased options for students to complete developmental education requirements
- Developed Weekend and Evening College programming (now branded as FlexLearning), with the addition of certificate programs, credit and non-credit programming; Options for fall include: Architectural & Civil Technology, Pharmacy Technician, Fine Art Conservation Specialist, Personal Trainer Certification, and Wastewater Operator along with high interest general education courses; Additional evening and weekend programs are being planned to meet the career needs and interests of adult students

Pennsylvania Highlands Community College

Academic Affairs and Student Services

- Completed work on the TAACCCT Grant FastTrack PLA (Prior Learning Assessment) website, process and implementation; Penn Highlands is ranked one of the highest users of PLA in PA and for which one of our students was selected to present a testimonial for state-wide promotion

STUDENT SERVICES (ADMISSIONS, REGISTRATION, STUDENT SUCCESS CENTER)

- Achieved full implementation of the Positive Actions with Students (PAWS) early alert and retention system and trained faculty and staff on its purposes and use
- Increased identification and response to student academic and behavioral concerns by 200% through PAWS, Incident Reporting, and the Behavioral Intervention Team (BIT); Made referrals internally and externally as needed
- Worked with Institutional Research to increase the accuracy of enrollment projections and forecasting
- Surveyed students on their course taking/scheduling preferences (day, evening, weekend, online); Used the feedback to modify the Fall 2016 schedule
- Established a more global, team oriented approach to college-wide Admissions and Recruiting efforts to focus more directly on new student activity, adult students, and conversion of dual enrollment students to degree seeking status

FINANCIAL AID

- Created a general FSA ID information form in response to U.S. Department of Education changes from a PIN to a more complicated FSA ID; The form was such a success that our PHEAA representative now provides this generalized form to students attending her FAFSA completion workshops
- The initial download of FAFSA information for the 2016-2017 Academic Year was started on February 22, 2016, a full month earlier than the 2015-2016 Academic Year; This allowed our office to provide early estimated financial aid award notifications to 11 new students to assist them in projecting their financial responsibility for the 2016-2017 Academic Year at Penn Highlands
- On June 16 we provided estimated award packages to 103 students who have completed the financial aid portion but have not yet enrolled in classes for the Fall 2016 semester; This action was taken in hopes to move students toward the registration process; As of July 13, 76 of those students enrolled in at least 1 credit for the Fall 2016 semester

LIBRARY/LEARNING RESOURCES

- The library was the recipient of a National Endowment for the Humanities Common Heritage grant; There were only 38 awarded nationally, and only two in the state of Pennsylvania; The library has created the Cambria Memory Project
- The One Book, One Community Middle School Reading Program had a successful 12th year with a program on westward expansion
- The library is working with faculty on a pilot program to explore the possibilities of having select courses be textbook free

CAREER SERVICES AND WORKFORCE EDUCATION

- Successfully merged these two departments to maximize the integration of employer services, including those related to recruitment of our students for jobs and internships and workforce training for current company employees
- Provided leadership, planning, and implementation of a five county Regional Industry Tours program for college, university, and career and technology center career services administrators, and economic development partners (JARI, ABCD, HRAA, Chambers, etc.) within the area; The tours include a roundtable discussion with company CEO's owners and HR representatives to explore student job and internship and

Pennsylvania Highlands Community College

Academic Affairs and Student Services

workforce training opportunities; Feedback from company representatives and educators has been extremely positive

- Provided customized delivery of a seven-month workforce education program for non-profit and governmental organizations for the Community Foundation for the Alleghenies; Topics included board development and governance, ethics and social responsibility, fundraising, grant writing, leadership development, marketing and strategic planning; Sixty-five (65) non-profit employees participated to date
- Hosted the annual Penn Highlands Job & Internship Fair that included a pre-fair workforce WEDnet/Career Services presentation and the Graduate Fair for students; This new synergy provided for the most productive employer/student event to date

STUDENT ACTIVITIES AND ATHLETICS

- The Director of Student Activities and Athletics led highly successful collaboration with Mt. Aloysius and effectively engaged students in a first effort by Penn Highlands to offer Volunteer Income Tax Assistance (VITA); Forty-nine tax returns were filed between Richland and Ebensburg Campuses; Nearly 300-hours of coverage was provided
- Sigma Alpha Pi received the Founder's Award in its first year of existence for the Chapter that successfully completed 8 of 10 pillars chapter administration
- Student Senate Members and a number of clubs participated in the year-long Back Pack Community Service project
- The Director of Student Activities and Athletics has been named NJCAA Board of Director as Region XX Assistant Women's Director and as National Chair of Women's Lacrosse
- Team accomplishments include:
 - ◇ Men's Cross Country, Women's Volleyball, and Men's and Women's Bowling Teams captured the WPCC Runner Up trophy in their respective sport
 - ◇ Women's Bowling Team collected the college's first Region XX Championship
 - ◇ Brett Sanderson was the All Events Champion at the WPCC Tournament; Brett Sanderson and Tony Acrie claimed the Doubles Title, and Ben Mostoller captured the Singles Championship
 - ◇ Tony Acrie, Men's Basketball, finished the season ranked #1 in the nation in rebounds per game

INSTITUTIONAL RESEARCH

- Developed a predictive analysis model for projecting enrollment that was used as the baseline for 2016-17 enrollment management and financial budgeting forecast
- Reestablished and refined an annual survey mechanism to gauge student satisfaction and engagement and also facilitated a Department of Labor, National Occupational Information Network, survey with faculty and received commendation for one of the highest response rates observed in 2015

CONTINUING EDUCATION

- Completed the successful transition of Continuing Education to its own division and generated nearly \$203,000 in gross revenue for FY 2016; New, improved brochures for Fall and Spring were developed, online payment was instituted, fiscal reporting and a new cost center were developed, the run rate for Spring 2016 was nearly double that of the average semester
- Sought and received approval to develop a new Testing Center at the College that promises to reduce the need for students and others in the County to travel for professional certification tests thus holding the promise of increased revenue generation

Pennsylvania Highlands Community College

Academic Affairs and Student Services

HUNTINGDON CENTER

- Huntingdon Center had 16 students attend graduation in Richland this year; Receive calls on a weekly basis for references for our graduates; They are getting jobs in our area
- Contacted the New Day Charter School about the possible development of the ACE program there; In process
- Contacted the Executive Director and Adult Education Coordinator for the Huntingdon County Career & Technology Center regarding an articulation agreement with their Health & Public Safety program; Information passed along to the School Partnerships department

BLAIR CENTER

- Added Medical Coding diploma and Healthcare Information Specialist programs in Fall 2015
- Served host site for the United Way of Blair County's Glass Slipper Program (prom gown giveaway)
- Alyssa Gurskis, student at the Blair Center, received the College's Distinguished Graduate award at commencement
- Obtained a lab classroom for science courses through an agreement with Bishop Guilfoyle High School to allow the Blair Center to offer lab-based science courses
- Added an Assistant Director position (shared w/ Huntingdon) to assist with recruitment and retention at these centers

EBENSBURG CENTER

- Two students from Ebensburg were selected to the All-PA Academic Team with one receiving the scholarship for any PASSHE University
- Outreach to Indiana Career and Technology Center (ICTC) resulted in an agreement with Penn Highlands to offer courses in support of their Practical Nursing program yielding 10 out of county FTEs
- Ebensburg Penn Highlands is now a polling place for voters in the area, which brings in over 500+ visitors twice a year during polling; Increased public exposure

SOMERSET CENTER

- Leased science lab in Partners Hall during 2015-16 providing students with the ability to complete labs in Somerset without having to travel to Richland; This enabled the College to build a working relationship with the Somerset County Commissioners
- The Somerset Center finished 20% above the set enrollment goal for the year
- Relocation underway as a result of a 2-year lease between the College and Somerset County; Classes will be offered beginning this Fall in Partners' Hall
- Consulted with Community Action Partnership and Somerset County Career Link to identify ways to better serve the adult populations; Potential strategies include short-term training, work-readiness, internships, and credit for prior learning
- Worked with Somerset Rural Electric Co-op to create a tuition assistance program for students that are clients of the co-op

Pennsylvania Highlands Community College

Finance and Administration

SAFETY AND FACILITIES

- Awarded a contract to a facilities master planner – CDI L.R. Kimball; The planning process is underway with anticipated completion Fall 2016
- Negotiated a lease with Somerset County to relocate the Somerset Center to Partners' Hall; The new location includes a science lab
- Converted Classroom C222 into multi-functional room for education, training or meeting space; Utilized LED technology for lighting and convertible furniture to permit several set-up scenarios
- Secured funding for facilities updates at the Richland Campus
- Updated JWF Welding Center with new ceiling, furniture, and AV equipment
- Installed new backboards, rims, and shot clocks in the gym; Project now permits playoff games to be held in our facility
- Created a Security Officer's Procedures Manual which provides instructions for completing tasks, serves as a training manual for new hires and a reference for Security team members
- Developed an Active Shooter Response presentation for employees and facilitated the first A.L.I.C.E. (Alert, Lockdown, Inform, Counter, and Evacuate) training for all full-time employees at Penn Highlands
- Participated in the Logan Township School Emergency Response Planning Committee (Blair County)

HUMAN RESOURCES

- Successfully negotiated a 3-year collective bargaining agreement with the Support Staff union
- Hired an Assistant Vice President of Human Resources
- Successfully filled 17 positions
- Increased the accessibility of information for employees in ADP including creating a HR FAQ page
- Implemented the ACA Health insurance reporting requirements for the Internal Revenue Service

FINANCIAL OPERATIONS

- Served on the Capital Workgroup which is a state-wide committee charged with recommending capital project guidelines and reviewing/scoring capital project requests
- Effectively managed cash flow and expenses during the state budget impasse and a decline in enrollment
- Streamlined invoicing process for the First Energy Electric Utility Technology program
- Submitted all information requested for Middle States Accreditation process on time and followed up as necessary
- Maintaining minimal bad debt from student accounts through communication with students to ensure timely payments
- Reduced the number of students purged for non-payment by working closely with the students and Financial Aid
- Successfully completed the 2014-2015 financial audit with an unqualified opinion
- Follett Bookstore implemented the Price Match program in November; Students receive the price difference in the form of a Follett gift card

Pennsylvania Highlands Community College

Finance and Administration

INFORMATION TECHNOLOGY

- Completed a mobility initiative to ensure flexibility and access to all college resources via all types of devices; Work has been done to ensure that the myPEAK portal employs a responsive design allowing users on any size of digital device equal access and an optimal user experience
- Updated the college's IT Strategic Plan to coincide with the update of the institutional strategic plan; The 4 major institutional initiatives were taken into account when the plan was formulated; The 5 major areas of focus for the next 3 years were also considered during the creation of the college's operational plan
- Implemented Instructional Technology for faculty and students in both Somerset and Blair; Specifically, laptops, projectors, and peripheral technical measuring devices have been provided at each location

Pennsylvania Highlands Community College External Affairs, Foundation, and Marketing

GOVERNMENT/COMMUNITY RELATIONS EVENTS

- Our annual Legislative Reception saw eight legislators in attendance
- Sponsoring of the Blair County Breakfast honoring students with perfect attendance
- The College hosted Chamber events at Somerset and Huntingdon in conjunction with 20th anniversary celebration
- JARI annual luncheon attended by 8 staff and Trustees and Community Foundation 25th anniversary celebration also attended by staff and Trustees
- Participated in Showcase for Commerce

COMMUNITY SERVICE/EVENTS

- Hosted a High School student empowerment program at the Richland location
- Faculty and staff participated in this year's United Way Day of Caring
- Once again hosted Holocaust survivor Eva Olsson
- Students, Faculty, and Staff donated, collected, and distributed Christmas gifts to local retirement facilities
- College community members also collected items for local food pantries, animal shelters, veterans associations, and children's organizations
- Members of the administration have been involved in the Vision 2025 effort and have worked with groups to identify projects aimed at improving the Greater Johnstown region

MARKETING

- Our marketing strategies continue to focus on the message of affordability, flexible scheduling, and transferability; These messages are shared via television, radio and print media
- We have instituted a new "I'm a future" ad campaign featuring College alumni
- Our social media marketing has also increased during this year as we have an increased presence on Twitter and Facebook; We will be looking into other opportunities for social media as well
- Marketing with the Altoona Curve and Johnstown Tomahawks continues to provide good results and good community relationships; Tickets for these events are provided to students and donors
- We have two new videos for our My Community, My College segments and will utilize some of that footage for television commercials this Fall and Spring; These feature student testimonials
- The Marketing department continues to create marketing and informational pieces for the entire College; These include view books, recruiting postcards, continuing education booklets, radio, TV and print ads

TITLE IX/RIGHT TO KNOW

- Participated in a local regional meeting with College representatives to discuss Title IX issues
- Have dealt with and closed via inquiry 3 Title IX related issues
- Developed a Sexual Assault Awareness and Prevention Measures Resource Tool
- Developed a comprehensive Sex/Gender-Based Harassment, Discrimination and Sexual Misconduct Policy
- Three staff persons attended Civil Rights Investigator Training and received their Level II certification

Pennsylvania Highlands Community College External Affairs, Foundation, and Marketing

- The College trained eleven College employees as well as employees from Victim Services as advisors that will be available to any party involved in College civil rights resolution process
- The College hosted viewings of the film *The Hunting Ground*; The film chronicles the experiences of a number of students who were sexually assaulted on college campuses throughout the country and the issues they encountered when reporting their assaults to college administrators

FOUNDATION

- College employees pledged and donated approximately \$13,000 to this year's Foundation campaign
- College employees donated over \$8,000 to this year's United Way Campaign
- Donations were also received from 18 local businesses in support of our efforts; These donations included businesses supporting our Title III matching grant
- As of June 2016, the Foundation has \$1,015,363 in total assets achieving its goal of having \$1 million in assets by the end of the 2015-16 fiscal year
- Our annual campaign for this fiscal year has yielded just over \$56,000 with a goal of \$52,000
- The final year of the Title III matching grant saw us reach our goal of \$40,000 early in the campaign
- The Foundation Board adopted a new strategic plan
- The Foundation Board has developed and implemented Board restricted funds in the interest of maintaining the availability of unrestricted funds
- The College and Foundation has begun to utilize an electronic system to accept, track, and award scholarships
- The Foundation hosted a scholarship recognition event attended by recipients and their families and donors
- Grants were received from Lee Initiatives and Fend Foundation

Pennsylvania Highlands Community College Foundation and Grants

FOUNDATION

The Pennsylvania Highlands Community College Foundation has achieved its goal of having \$1 million in assets by the end of the 2015-16 fiscal year. These assets were garnered through annual campaign donations, special fundraising events, and the continual development of scholarship funds. As of the June 30, 2016 preliminary unaudited financial statements, the approximate total assets of the Foundation are \$1,015,363.72 and total support and revenue generated in the fiscal year is \$192,775.67.

The Foundation has completed its annual campaign for this fiscal year and is pleased to report that the goal has been surpassed, raising more than \$56,000. 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.

Enhancing our campaign for the past five years has been the inclusion of the Title III matching grant from the U.S. Department of Education. This year, we were required to raise \$40,000 in unrestricted donations which would then be matched with grant dollars. The Foundation reached its goal in each of the five years of the grant, and our Title III endowment has more than \$210,000 in assets.

The Foundation added two scholarships this past year that will have long term effects for our students. Pennsylvania Highlands' students were awarded \$37,925 in scholarship funds in the 2015-2016 academic year. The Foundation now offers 23 scholarship opportunities for students which are awarded based on merit, financial need, or other factors including enrollment in specific programs.

We are finding that donors in our regional locations are beginning to recognize the benefits of having a community college in their area and have been very generous in providing donations to assist these Centers.

2015-2016 ANNUAL GIVING CAMPAIGN

EMPLOYEE SUPPORT	
Participants	91
Total*	\$ 12,806.00
BOARD/COMMUNITY SUPPORT	
Board Members	23
Businesses/Individuals	18
Total*	\$ 43,750.00
DESIGNATIONS	
Unrestricted	\$ 49,761.00
One Book	\$ 3,202.00
Asonovich Scholarship	\$ 839.00
Mangarella Scholarship	\$ 900.00
PTK	\$ 804.00
AAUW Scholarship	\$ 52.00
Weitz Scholarship	\$ 26.00
Valenty Scholarship	\$ 50.00
Blair	\$ 150.00
Huntingdon	\$ 500.00
Somerset	\$ 200.00
GRAND TOTAL *	\$ 56,556.00

*Totals are based on pledges and donations.

Pennsylvania Highlands Community College Foundation and Grants

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	\$9,075.00	Scholarships for ACE students in the 5 Greater Johnstown Area School Districts
Fend Foundation	\$3,300.00	Scholarships for incoming freshmen from the 5 Greater Johnstown Area School Districts
Lee Initiatives	\$1,766.00	Virtual Reality Equipment for the College's Health Professions Programs
Title III	\$40,000.00	Endowment
TOTAL GRANTS RECEIVED	\$ 54,141.00	

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 utilizes these donations to ensure that the tuition rate for this project remains affordable for everyone involved. The total amount donated for this year was \$4,600.

COLLEGE DATA



Pennsylvania Highlands Community College College Data

STUDENT ENROLLMENT

Annual Enrollment - Unduplicated Headcount

	2015-2016
Credit	3,275
Non-Credit	730

Credit Enrollment by Semester

	Fall 2015	Spring 2016	Summer 2016
Headcount	2,450	1,688	769
Credits	20,377	13,979	4,225
FTE's	1,559	1,059	350

Enrollment

Student Type	Fall 2015		Spring 2016	
	Headcount	Percentage	Headcount	Percentage
<i>Core Students:</i>				
New Student	372	30.8%	116	10.7%
Readmit	835	69.2%	972	89.3%
Total Core	1,207	100.0%	1,088	100.0%
<i>Non-Core Students:</i>				
Associates in High School	155	12.5%	154	25.7%
Dual Enrollment	1028	82.7%	263	43.8%
Conemaugh	42	3.4%	154	25.7%
Conemaugh Histotechnology	0	0.0%	0	0.0%
Conemaugh Radiologic Technology	18	1.4%	29	4.8%
Total Non-Core	1,243	100.0%	600	100.0%

CORE STUDENT DEMOGRAPHICS

Degree Seeking Students	Fall 2015		Spring 2016	
Degree Seeking	1,130	93.6%	995	91.5%
Non Degree Seeking	77	6.4%	93	8.5%
Total	1,207	100.0%	1,088	100.0%

Class Standing	Fall 2015		Spring 2016	
Freshman	632	52.4%	685	63.0%
Sophomore	575	47.6%	403	37.0%
Total	1,207	100.0%	1,088	100.0%

Pennsylvania Highlands Community College College Data

Full-time/Part-time Status	Fall 2015		Spring 2016	
	All	Core	All	Core
Full-Time	853	768	612	601
Part-Time	1,597	439	1076	487
Total	2,450	1,207	1,688	1,088

Gender	Fall 2015		Spring 2016	
	Male	529	43.8%	478
Female	678	56.2%	610	56.1%
Total	1,207	100%	1,088	100%

Race / Ethnicity	Fall 2015		Spring 2016	
	American Indian or Alaska Native	4	0.3%	5
Asian	15	1.2%	12	1.1%
Black or African American	54	4.5%	49	4.5%
Hispanics of Any Race	30	2.5%	22	2.0%
Native Hawaiian/Other Pacific Islander	1	0.1%	1	0.1%
Nonresident Alien	1	0.1%	2	0.2%
Two or More Races	19	1.6%	13	1.2%
Unknown	27	2.2%	21	1.9%
White	1,056	87.5%	963	88.5%
Total	1,207	100.0%	1,088	100.0%

Age	Fall 2015		Spring 2016	
	Under 18	14	1.2%	11
18-24	828	68.6%	736	67.6%
25-29	111	9.2%	111	10.2%
30-34	92	7.6%	79	7.3%
35-39	52	4.3%	48	4.4%
40-49	69	5.7%	61	5.6%
50-64	35	2.9%	36	3.3%
65+	4	0.3%	4	0.4%
Unknown	2	0.2%	2	0.2%
Total	1,207	100.0%	1,088	100.0%

Traditional / Non-Traditional Age	Fall 2015		Spring 2016	
	Traditional (Under 25 years of age)	842	69.8%	747
Non-traditional (25+)	363	30.1%	339	31.2%
Unknown	2	0.2%	2	0.2%
Total	1,207	100.0%	1,088	100.0%

Pennsylvania Highlands Community College College Data

County of Residence	Fall 2015		Spring 2016	
	Headcount	FTEs	Headcount	FTEs
Adams County	1	0.1%	1	0.1%
Allegheny County	1	0.1%	2	0.2%
Armstrong County	1	0.1%	0	0.0%
Bedford County	20	1.7%	14	1.3%
Blair County	117	9.7%	98	9.0%
Bradford County	1	0.1%	1	0.1%
Butler County	1	0.1%	1	0.1%
Cambria County	763	63.2%	687	63.1%
Centre County	3	0.2%	1	0.1%
Clarion County	2	0.2%	2	0.2%
Clearfield County	5	0.4%	5	0.5%
Crawford County	1	0.1%	1	0.1%
Cumberland County	0	0.0%	1	0.1%
Dauphin County	1	0.1%	1	0.1%
Franklin County	1	0.1%	1	0.1%
Fulton County	1	0.1%	2	0.2%
Huntingdon County	65	5.4%	56	5.1%
Indiana County	16	1.3%	19	1.7%
Lycoming County	1	0.1%	1	0.1%
Mifflin County	5	0.4%	3	0.3%
Montgomery County	2	0.2%	0	0.0%
Northampton County	1	0.1%	0	0.0%
Out of State	6	0.5%	3	0.3%
Philadelphia County	0	0.0%	1	0.1%
Potter County	0	0.0%	1	0.1%
Somerset County	179	14.8%	174	16.0%
Venango County	2	0.2%	1	0.1%
Washington County	1	0.1%	1	0.1%
Westmoreland County	10	0.8%	9	0.8%
York County	0	0.0%	1	0.1%
Totals	1,207	100.0%	1,088	100.0%

Program Type and FTE Information

Program	Fall 2015		Spring 2016	
	Headcount	FTEs	Headcount	FTEs
Associate of Arts - AA	432	386.3	350	303.8
Associate of Applied Science - AAS	418	369.8	401	337.4
Associate of Science - AS	229	206.2	202	172.0
Certificate - CER	2	1.5	2	1.8
Diploma - DIP	49	34.3	40	26.5
Subtotal	1,130	998.0	995	841.5
Non-Matriculated Core - NM	77	27.1	93	28.3
Total	1,207	1025.1	1,088	869.8

Pennsylvania Highlands Community College College Data

Academic Program Headcount and FTE Information

Program	Program Code	Fall 2015		Spring 2016	
		Headcount	FTE	Headcount	FTE
Accounting - AS Degree	ACAS	32	30.5	31	27.7
Architectural/Civil: CAD & Design Tech	ACDT	17	16.8	19	18.3
Business Administration - AS Degree	BAAS	34	28.4	32	27.2
Business Management	BM	98	82.3	95	76.9
Business Management Online	BMO	43	34.7	38	29.0
Child Development Assoc - Certificate	CDA	1	0.5	0	0.0
Child Development - AAS Degree	CDAS	23	21.0	21	17.8
Child Development - Certificate	CDC	0	0.0	1	0.8
Criminal Justice	CJ	36	32.5	30	26.8
Criminal Justice - AS Degree	CJAS	42	41.8	38	35.7
Communication Studies	CMST	5	4.5	3	2.6
Computer Science	CPSCI	17	15.4	19	16.8
CICT-Network Administration	CTNA	45	41.6	45	39.8
Early Childhood Education	EE	1	0.6	0	0.0
Early Childhood Education - AA Degree	ECAA	21	20.1	18	16.4
Electric Utility Technology	ELTU	15	14.8	16	16.0
Environmental Science	ES	15	13.5	10	8.2
General Studies	GN	103	86.0	55	46.1
General Studies, High School	GNHS	95	82.9	78	30.9
General Studies, Online	GNO	4	2.3	0	0.0
Healthcare Information Specialist	HINF	11	9.1	11	8.3
Healthcare Tech Specialist	HCTS	1	1.0	1	0.8
Health Professions: Histotechnology	HIST	13	10.8	17	11.3
Human Services	HSGN	26	23.2	29	22.6
Liberal Arts and Sciences	LAS	218	197.3	201	173.5
Liberal Arts and Sciences - Assoc in HS	LASHS	61	28.2	61	9.2
Liberal Arts and Sciences - Online	LASON	15	12.5	14	10.8
Media Production	MPR	20	18.0	17	15.4
Medical Assisting Technology	MDAT	36	32.4	33	28.6
Medical Coding Specialist	MC	49	34.3	40	26.5
Non-Matriculated	NM	131	47.8	246	76.1
Non-Matriculated, ACE	NMACE	1005	389.9	266	79.7
Pharmacy Technician	PH	1	1.0	1	1.0

Pennsylvania Highlands Community College College Data

Academic Program Headcount and FTE Information (Continued)

Program	Program Code	Fall 2015		Spring 2016	
		Headcount	FTE	Headcount	FTE
Pre-Engineering	PREN	2	1.8	2	1.1
Pre-Health Professions	PREH	86	71.6	69	51.8
Professional Pilot	PRPI	8	7.1	8	7.3
Psychology - AA Degree	PSY	60	56.7	58	50.6
Radiologic Technology	RT	16	6.1	28	15.6
Teacher Education	TP	10	8.9	7	6.2
Technology Management	TM	11	9.9	7	5.9
Technology Management, Online	TMO	1	1.0	2	2.0
WAN/CISCO Networking	WAN	1	0.3	1	0.3
Welding Technology	WELD	21	20.4	20	18.1
	Totals	2450	1559.3	1688	1059.1

Note: Some of the above programs have since been discontinued, absorbed by other programs, or renamed.

ACCELERATED COLLEGE EDUCATION (ACE) ENROLLMENT

The 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.

Enrollment

ACE Program	Fall 2015	Spring 2016
	Headcount	
High School Dual Enrollment	1,005	266
Associates in High School	156	139
Total	1,161	405

Program Headcount and FTE Information

ACE Program	Fall 2015		Spring 2016	
	Headcount	FTE	Headcount	FTE
General Studies, AA in High School	95	82.9	78	30.9
Liberal Arts & Sciences, AA in High School	61	28.2	61	9.2
Total	156	111.1	139	40.1

Pennsylvania Highlands Community College College Data

GRADUATES

Degrees/Awards Conferred by Program

Program	Program Code	Awards
Accounting	AC	1
Accounting - AS Degree	ACAS	10
Architectural/Civil: CAD & Design Tech	ACDT	8
Business Administration - AS Degree	BAAS	7
Business Management	BM	30
Business Management - Online	BMO	9
Child Development - AAS Degree	CDAS	2
CICT-Network Administration	CTNA	11
Communication Studies	CMST	4
Computer Science	CPSCI	2
Criminal Justice	CJ	11
Criminal Justice - AS Degree	CJAS	10
Early Childhood Education - AA Degree	ECAA	7
General Studies	GN	39
General Studies - Associates in HS	GNHS	27
General Studies - Online	GNO	2
Healthcare Information Specialist	HINF	5
Healthcare Tech Specialist	HCTS	1
Health Professions: Histotechnology	HIST	4
Human Services	HSGN	7
Liberal Arts and Sciences	LAS	14
Liberal Arts and Sciences - Online	LASON	2
Media Production	MPR	6
Medical Assisting Technology	MDAT	13
Medical Coding Specialist	MC	29
Pre-Health Professions	PREH	1
Psychology - AA Degree	PSY	8
Radiologic Technology	RT	8
Teacher Education	TP	1
Technology Management	TM	5
Welding Technology	WELD	6
Total		290

Program Type and Degrees/Awards Conferred

Program Type	Degree Code	Awards
Associate of Arts	AA	104
Associate of Applied Science	AAS	127
Associate of Science	AS	30
Diploma	DIP	29
Total		290

Pennsylvania Highlands Community College College Data

INSTITUTIONAL RESEARCH

Employee Information - Occupational Category and Employment Status

	Full-Time	Part-Time	Total
Instructors	29	74	103
Executive/Administrative	28	0	28
Other Professionals, Support Services	23	0	23
Clerical & Secretarial	21	28	49
Service & Maintenance	10	3	13
Total	111	105	216

Employee Information - Employment Status, Gender, and Ethnicity

	Full-time		Part-time		Total	
	Male	Female	Male	Female	Male	Female
African American	0	1	0	0	0	1
American Indian or Alaska Native	0	0	0	0	0	0
Asian or Pacific Islander	0	0	0	0	0	0
White	51	59	51	54	102	113
Hispanic	0	0	0	0	0	0
Unknown	0	0	0	0	0	0
Total	51	60	51	54	102	114

Facilities Information

Facility	Square Feet
Richland	128,967
Ebensburg	24,651
Huntingdon	3,258
Somerset-Georgian Place	3,868
Blair	4,343
Total	165,087

Pennsylvania Highlands Community College College Data

FINANCIAL INFORMATION

Tuition for Academic Year 2015-16

	SPONSORED Cambria County	NON-SPONSORED Other PA Residents	OUT-OF-STATE Non-PA Residents
Per-Credit Tuition	\$127	\$195	\$293

Note: Amounts exclude comprehensive services fees and course-specific lab and material charges.

College Revenue and Expenses FY 2014-15

Revenue and Expenses	
<u>Revenues</u>	
Student Tuition & Fees, net	\$7,897,628
Government Grants	\$684,251
Other Income	\$91,315
Total Operating Revenues	\$8,673,194
<u>Expenses</u>	
Instruction	\$3,867,958
Academic Support	\$2,122,188
Student Services	\$2,042,429
Institutional Support	\$2,191,271
Facility/Maintenance	\$1,813,858
Provision for Uncollectible Accounts	\$84,696
Depreciation	\$961,034
Total Operating Expenses	\$13,083,434
<u>Non-Operating Revenues/Expenses</u>	
State Appropriations	\$3,614,493
County Appropriations	\$1,055,001
Financial Aid revenue	\$7,688,730
Financial Aid (expenses)	(\$7,688,150)
Private Gifts	\$22,000
Interest	(\$80,763)
Other non-operating revenue	\$257,428
Total Non-Operating Revenue/(Expenses)	\$4,868,739
<u>Other Revenues</u>	
Governments grants – Capital	\$0
Total Change in Net Position	\$458,499
Net Position – Beginning of year	\$10,933,674
Net Position – End of year	\$11,392,173

Pennsylvania Highlands Community College College Data

Foundation Revenue and Expenses FY 2014-15

Revenue and Expenses	
Revenues	
In-kind Revenues	\$51,926
Contributions	\$171,931
Fundraising	\$20,658
Total Operating Revenues	\$244,515
Expenses	
Institutional Support	\$22,000
Facility/Maintenance	\$24,839
Provision for Uncollectible Accounts	\$0
Scholarships and grants	\$41,555
Fundraising	\$4,712
In-kind Expenses	\$51,926
Total Operating Expenses	\$145,032
Non-Operating Revenues/Expenses	
Interest and dividends	\$25,024
Unrealized gains and losses	\$654
Total Non-Operating Revenue/(Expenses)	\$25,678
Total Change in Net Position	\$125,161
Net Position – Beginning of year	\$832,514
Net Position – End of year	\$957,675

Operating Funding Sources

Source	Amount	% of Operating Funds
Tuition	\$7,897,628	61.0%
State	\$3,614,493	27.9%
Local (Cambria County)	\$1,055,001	8.2%
Other	\$370,743	2.9%
Total	\$12,937,865	100.0%