

ANNUAL REPORT

2016-2017



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MESSAGE FROM THE PRESIDENT



PENNSYLVANIA
HIGHLANDS
COMMUNITY COLLEGE

Message from the President

Dear College Community:

This is an interesting annual report for me as it marks the completion of my tenth academic year with Pennsylvania Highlands Community College, and it is very near the end of my tenth contract year with the College.

I think, if there were one statement that might sum it up best, it would be that Dr. Anna Weitz got it right. Somewhere around 2003 or so, then College President Dr. Weitz and the Board of Trustees agreed that, if the College were to sustain itself over time, it would need a regional mission. The College changed its name to Pennsylvania Highlands around that time, and while the regional mission was only in development at the time, the stage was set for my term in office.

The College I inherited had approximately 1,135 FTE students, including Richland and Ebensburg campuses and a dual enrollment program with about 350 students in some seven counties. We had 77 full-time employees and an annual budget of \$8 million. The move to the old Richland High School caused a burst of enrollment growth, and the additions of Huntingdon, Somerset, and Blair Centers as well as the tremendous growth of our Accelerated College Education (ACE) dual enrollment program got us to a peak of 1,760 FTE students by 2012. After that, we saw declining enrollment for three years but have leveled off at about 1,500 FTE and are now seeing some growth again.

The reason I say that Dr. Weitz and the Board were on target back in 2003 is that, if we had not expanded ACE and added Somerset, Blair, and Huntingdon—and developed online programming—our enrollment today would likely be lower than it was in 2007 when I started.

This year, we had our largest group ever to march across our stage at graduation. Our graduate numbers are growing with the addition of more than 20 associate in the high school graduates as well as graduates from our academic centers. We can feel good about our work to date. Despite deteriorating government resources, declining enrollments, and external pressures, we prosper.

I was offered the position I hold on July 7, 2007, the same day that the College received the letter from the Middle States Commission on Higher Education indicating that its accreditation was reaffirmed for 10 years. In March of 2017, the Middle States visiting team determined that we had met all 14 Standards of Excellence, and we received re-affirmation from the MSCHE in June of 2017.

I thank the Board of Trustees for the opportunity they have provided me to serve the College as its President.

THE SIGNIFICANT SEVEN:

We focused our efforts on seven operational priorities over the past year.

1. **Complete Facilities Master Plan, Develop Implementation Plan**

After including the need for a facilities master plan into our strategic plan for more than five years, we finally have a completed plan approved by the Trustees. Plan data has been used to determine expansion in Blair County, and we are implementing new furniture concepts for our hallways. Beyond that, we are using the plan data to determine additional operational items.

2. **Faculty Contract Negotiations: interest based bargaining, learning based model, flexible learning, service requirements**

Faculty negotiations have concluded and a bargaining contract will be presented to the Board of Trustees at their August 2017 meeting.



Message from the President

3. Complete the Middle States Commission on Higher Education's Self-Study Accreditation Process

The Middle States Visiting Team read its report to the College community on March 29, 2017, and we were found to have met all 14 Standards of Excellence. The College received re-affirmation from the MSCHE in June of 2017; however, there will be recommendations that we will need to address over the next few years.

4. Blair Expansion / Huntingdon Redesign

We are now working on the design for the renovation of space at the Logan Valley Mall, having signed a 10-year lease with the Mall management that will expand our operation from 4,000 to 19,000 sq. ft. We expect to have the renovations completed by March 2018, which will allow for some expansion of our summer classes at the Mall with our grand opening occurring with the fall 2018 semester. We have had a number of conversations with the owners about purchasing the building we now occupy in Huntingdon. We lease half of the building now and owning the entire building would increase space to about 7,000 sq. ft., which would be adequate to handle our growth potential for the area.

5. Focus on Flexible Learning: Online, Weekend, In Person, Credit, Non-Credit, prior learning assessment, Club Model, self-paced online courses / start times

- a. Active learning principles and flexible learning addressed; hybrid and weekend courses included in Spring 2017 schedule.
- b. Fall Continuing Education brochure includes new credit certificate marketing.
- c. The CICT Network Administration A.A.S. program has been renamed "Information Technology" for clarification within the industry and has been modified to include three new tracks: Server Administration, Network Administration, and Cyber Security.
- d. The Computer Support Specialist Certificate and Network Administration Certificate have been approved by the Board of Trustees.
- e. New approach to culinary programming is under consideration.
- f. Met with welding instructors to discuss revitalization of program. Identified needs include: recruit additional instructors, a welding coordinator, course revisions, and building a certificate program.
- g. Reviewing options for an agriculture program.
- h. Office Administrative Specialist Certificate approved.
- i. Technology Management (A.A.S.) name change to Small Business Management (A.A.S.) approved. Stackable certificate (Small Business Specialist) and diploma (Small Business Entrepreneur) will "stack" to the A.A.S.
- j. In discussion with St. Francis University for possible new Associate Degree program in Public Health for transfer into their B.S. in Public Health.
- k. Recommendation made to highlight program changes developed during the program review process, as well as newly constructed credentials for marketing focus.
- l. Revitalized Early Childhood Certificate, Diploma, and Degree programs.
- m. Partnering with JWF Industries on their Welding Apprenticeship program. Will include credit equivalence for learning that occurs on the job.
- n. Credit and non-credit programs such as Veterinary Assistant and Pharmacy Tech are growing.
- o. Have placed Architectural Technology, Office Administration Specialist, and Pharmacy Technician on evening/weekend schedule.

6. Create a President's Business Council:

The redirect on this goal was that the College President needed to be more external and meet more frequently with stakeholders of the College. To that end, I have been working more with political leadership, restoring the quarterly meetings with Cambria County Trustees, meeting with regional trustees, members of the General Assembly, and with key business leaders. The focus of these meetings has been on the Blair expansion, Huntingdon's space needs, accommodating Cambria-Rowe students, participation in the Conrad building project, replacing Allegany College of Maryland in Somerset, and developing a means of working with underserved populations in Johnstown. We now have the services of a lobbyist firm that is working to keep the College connected to legislative leaders, foundations, and other influential sources.

Message from the President

7. Improve the Overall Capture Rate (percent of population attending the community college)

Recruitment:

- a. Programs have been realigned to allow potential students to easily find the program they desire. Working on both concepts and specific program advertising based on job opportunities, program enrollment, and high priority occupation list. Assigned one member of the admissions team to focus on ACE students, enrolling in ACE, and transitioning to core students upon high school graduation.
- b. As an outcome of the Cambria County School District Commissioner's meeting, Student Services has been invited to present to high school faculty on ACT 48 days.
- c. Created correspondence for ACE seniors that provides information on using ACE credits for degree completion at Penn Highlands.
- d. Gathering data on conversion to core to use in discussions with school districts regarding better recruitment to core of ACE students.
- e. School Partnership Programs and Admissions have multiple planned "Pathways to Penn Highlands" student programs scheduled at the college for ACE students. Students will be advised on how their ACE credits can be applied to Penn Highlands degrees and they will interact with faculty and learn about available student activities.

Retention:

- a. Initial data from change in placement policy indicates that a higher number of students will complete college level math and English courses without having to take remedial courses in these areas.
- b. Jill Mitchell designated as FYE Coordinator; ad-hoc committee established and meeting. New course—ACP 100 - Academic and Career Planning—approved for implementation.
- c. Active learning principles addressed and available through Monday Morning Mentor webinar series. Faculty have continued participation in the Monday Morning Mentor series. Strategies for face-to-face and online courses are being addressed.
- d. Increased financial aid available for textbooks to \$1,000. Faculty Forum on Open Educational Resources and cost reduction strategies with Follett held. Several faculty are conducting trials on Open Educational Resources and other means of reducing costs of learning resources.
- e. Student Services and Academic Affairs discussed and are implementing scheduling/course alignment to reduce redundancies between sites and increase enrollments in common courses cross programs. This year's Academic Planning days will involve a Jenzabar based advising system for a few faculty and students.
- f. Established a math/writing lab for additional student assistance with these challenging areas.

Much of the work done to improve recruitment and retention at the College may not show an immediate measurable effect as the year has been one devoted to developing concepts to meet these two objectives. Implementation will take place going into the next academic year. However, we have seen an impact from the change in placement policy that allows more incoming students to take college level math and English classes without having to go through remediation first, and the increased number of students completing college level math and English suggests that the addition of the math/writing lab has had an impact. For next year, I have confidence that the new Academic and Career Planning course, which replaces two one-credit nontransferable courses, will also improve retention and degree completion. Overall, the growing size of our graduating classes does seem to indicate that we are doing some things right.

Sincerely,



Walter J. Asonevich, President

MISSION, VISION, AND ACCREDITATION



Pennsylvania Highlands Community College

Mission, Vision, and Accreditation

NEW MISSION STATEMENT (2017)

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.

NEW VISION STATEMENT (2017)

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.

Pennsylvania Highlands Community College

Mission, Vision, and Accreditation

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 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.
- C. **Goal: Have 3 of the 6 Southern Alleghenies counties providing subsidy for their students through tuition assistance programs.**
 - 1. **Objective:** Secure \$350,000 in State funding through the "Regional Community College Services" line item in the PA State Budget.
 - 2. **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).
- 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	Current Rate	5 Year
Cambria	.59	.70
Blair	.09	.50
Huntingdon	.19	.30
Somerset	.26	.40

Pennsylvania Highlands Community College

Strategic Plan – 2017 - 2022

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 70/1,000 to 90/1,000 (PATrac and PA Highlands Report).

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.

Pennsylvania Highlands Community College

Strategic Plan – 2017 - 2022

OPERATIONAL PRIORITIES FOR SUCCESS AND COMPLETION:

- Become an “Achieving the Dream” Institution.
- Increase number of specialized accredited programs.
- 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 RELEVANT:

- 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:** Deliver the Bridges Out of Poverty Getting Ahead program in Johnstown to assist residents with moving from poverty to self-sufficiency through educational attainment.

OPERATIONAL PRIORITIES FOR ECONOMIC CATALYST:

- Develop an engineering technology program.

PLANNING FOR FY2018



**PENNSYLVANIA
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COMMUNITY COLLEGE

Pennsylvania Highlands Community College Planning for FY2018

MIDDLE STATES COMMISSION ON HIGHER EDUCATION ACCREDITATION

Achieving re-accreditation through the Middle States process was the highest priority for FY2017, and we will need to address the recommendations from the visiting team's report over the next year. These items will be incorporated into the Operational Plan and will remain part of the planning effort until completed. Additionally, the College will be forming an annual team of employees who will be tasked with reviewing and reporting the College's compliance with the new Standards of Accreditation each year. This will help keep the College focused on reflection and assessment, and adherence to its mission and the accreditation effort.

From Standard Three: Institutional Resources

- The College should revise its financial projections related to the Richland Campus to include written assumptions including participation rates; enrollments; tuition and fee schedule; assumptions; line item operating costs; and projected capital expenditures. The projections should be completed under multiple scenarios given the uncertainty of future enrollment activity. A detailed staffing plan should also be included.
- The College should also revise its financial projections related to the expansion planned for Blair County with the same conditions outlined for the Richland Campus.

From Standard Four: Leadership and Governance

- Develop and conduct a self-assessment of the Foundation Board of Directors.
- The Evaluation Team affirms the following suggestion from the college: "Assessment of the governance structure and its usefulness should occur on a systematic schedule – at least once every three years."

From Standard Six: Integrity

- Develop a policy that addresses principles of protecting intellectual property rights.

From Standard Seven: Institutional Assessment

- Appropriate resources and professional development must be allocated to support the analysis of data and to ensure that ongoing assessment processes are sustainable.

From Standard Eleven: Educational Offerings

- Develop and implement strategies to consistently assess courses across all locations and modes, including the ACE dual enrollment courses.
- As outlined in the Academic Master Plan, make assessment of program student learning outcomes an integral part of the program review process.

From Standard Twelve: General Education

- Develop and implement consistent documentation of assessment cycles for each general education outcome with evidence that such results are being used for curricular improvement.

From Standard Fourteen: Assessment of Student Learning

- Establish an ongoing sustainable and standardized model for assessment campus-wide that may include resources for commitment of institutional research and assessment to improve student success.
- The College should not only document assessment data in TracDat, but also ensure that data analysis is performed and is incorporated in the formal review process.

Pennsylvania Highlands Community College Planning for FY2018

HIGH PRIORITY PROJECTS

While addressing the recommendations from the Middle States Review, the College will focus our attention on high priority projects that will consume much time to see them through to successful, stable growth elements for the College.

First is our expansion of the Blair campus

The College expects to complete the renovations to the expanded space by March 2018 with plans for a grand opening in August 2018. Along the way, the College will monitor inquiries for specific program offerings, applications, and registrations to get a better feel for the revenue stream to be produced and the staffing needs to ensure that students have a good experience that can spread out and result in continued growing enrollment over the next several years.

Second is our expansion in Somerset

The College is seeking additional funds to help with this project through the Pennsylvania Department of Education line item for regional community college services. If received, the funds will be invested in a consultant to help partner with Somerset Hospital for a diploma program similar to the one Conemaugh Hospital has in place, and we will invest in an entrepreneurial studies program situated in part of the Somerset Education Center, where the College's Somerset Center is located. Without the additional funds, the College will still expand our space and expand our program offerings based on enrollment growth.

Third is the further development of the President as an external officer

This past year the President has been moving from a more balanced approach as both internal and external officer to one of more external officer. Dr. Asonovich intends to expand contacts with business leaders, political leaders, and foundations to see what more can be done to enhance partnerships and revenue streams for the College.

This gives the College four top priorities for the coming year, and the Middle States recommendations break into 11 projects. The President's Cabinet will hold an annual retreat in July 2017 to create the operational plan for the College and establish the priorities for the next year. These will include the four established here as well as others considered to have immediate need to be addressed during FY2018.

ACCOMPLISHMENTS AND UPDATES



PENNSYLVANIA
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Pennsylvania Highlands Community College

Academic Affairs

OFFICE OF INSTRUCTION

- Added Goodwill Industries (Helms Academy) and Indiana County Career and Technology Center (LPN related courses) to our list of community partnerships on the credit side.
- Rolled out new Academic and Career Planning course effectively impacting all students and programs.
- Increased use of credit for prior learning/non-traditional credit evaluation. This effort not only recognizes the valuable work/life experiences many adult students bring to post-secondary education, it reduces student costs and expedites completion.
- Established/implemented policies and curriculum changes that further streamlined the developmental education process. These efforts reduced the number of students taking developmental courses as well as student time and expense.
- Developed new short-term certificate programs to address needs of adult students interested in employment training.
- Provided faculty development and increased focus on strategies to increase student engagement and active learning in the classroom.
- Piloted use of Open Educational Resources to reduce cost of books and other course materials.
- Increased hybrid/video delivery scheduling faculty face-to-face visits to Campus Centers so students have more direct contact with faculty.
- Continued to increase training, requirements, and quality review for online delivery.
- Increased the number of articulation agreements to facilitate successful transfer to four year colleges and universities.
- Successfully implemented new Academic Integrity policy and related processes.
- Achieved national program accreditation from the Commission on Accreditation of Allied Health Programs for the Medical Assisting Technology A.A.S. program.
- Dr. Kevin Slonka's research paper entitled "*Phishing Our Clients: A Step Toward Improving Training via Social Engineering*", was selected as the Best Research Paper at the 2016 International Association for Computer Information Systems (IACIS) Conference.
- Dr. Robert Clark, Mr. Dennis Miller, and Dr. Kevin Slonka were certified as Cybercrime Investigators through the International Fraternity of Cybercrime Investigators.
- Christopher Geisler, a student mentored by Dr. Russell Newman, was selected to present at the 25th Annual Beacon Conference for Two Year College Scholars. Both student and faculty member attended the June 2nd 2017 mid-Atlantic regional event at which Mr. Geisler won his panel competition.
- Dr. Robert Clark's paper, "*Perceptions of Victim Precipitation and Offender Responsibility*" was accepted for presentation at the 2017 Society for the Study of Social Problems Annual Conference in Montreal, Quebec.
- Adjunct Orientation/Retention - Implementation of the New Adjunct Mentor Program.
- Faculty Professional Development- modified Adjunct Faculty Institute to include both new and returning adjunct faculty.
- Reviewed all courses and programs in the College curriculum for assessment in preparation for Middle States. Master spreadsheet developed to provide structure for the continuous future tracking and assessment of all courses to ensure on-going compliance with Middle States.
- 70 motions were advanced through the governance process, including: 35 courses (creation, revision, deletion), 4 program reviews, 17 program revisions, 3 new programs, 3 program deletions, and 3 general education implementations. This represents a 233% increase over the motions advanced in 2014 (30) and a 170% increase over 2015 (41).
- Credit Hour Calculation Worksheet was developed and implemented for use with all courses and across all teaching methodologies.

Pennsylvania Highlands Community College

Academic Affairs

LIBRARY/LEARNING RESOURCES

- Expansion of the Common Heritage-Cambria Memory Project to the statewide, ScanPA initiative. ScanPA involves 30 large public libraries across the state and has as its focus the preservation and digitization of local history. Penn Highlands Library served as the trainer on the technology and provided online assistance regarding digitization questions.
- The library staff worked with faculty to create online textbooks for English 110, Organization Communication, Health & Wellness, and History. This allows students to be textbook free in these courses.
- Alex Kirby served on the committee that evaluated and selected the new learning management system, Schoology.

CAREER SERVICES

- Expanded career services delivery methods with telephone/email appointments to accommodate growing online student population and busy commuter schedules, to receive resume/cover letter writing assistance, mock interviews, and online resources.
- Expanded career services student outreach by piloting a program to integrate career planning related assignments into curriculum with lead faculty from Criminology, Education, Medical Coding, and Media Production.
- Merged annual Job/Internship Fair with College Transfer Fair to create synergy to better host 53 employers, 30 colleges, and 208 student participants in the main gymnasium. Received positive evaluation feedback from all constituencies.
- Expanded relationships with employers by continuing PHCC initiated Regional Industry Tours. Partners included 7 College, 5 CTC Career Services Administrators, regional Chambers, Southern Alleghenies, Careerlinks, Altoona Blair County Development, and JARI. To date, this group conducted nineteen (19) tours and roundtable discussions with business leaders from Bedford, Blair, Cambria, Huntingdon, and Somerset Counties. Businesses visited include JWF Industries, Hiram G. Andrews, WJAC-TV, Conemaugh Hospital, RNDT, Gautier Steel, ACRP, Drive-DeVilbiss, Geochemical Testing, CVS Distribution, SFC Global, Veeder-Root, UPMC/Altoona, New Pig, FCI-Huntingdon, J.C. Blair Hospital, Lampire Biologic, Bedford Springs, and MDL Manufacturing.

WORKFORCE EDUCATION

- Hosted state representatives for a PA Keystone Development Partnership Program to educate local employer audience about Registered Apprenticeships and provide WEDnetPA overview.
- Awarded and managed 27 WEDnetPA contracts yielding \$427,451 in state-funded employer driven training to companies in the Southern Alleghenies.
- Met on multiple occasions to discuss training needs with JARI, Cambria County Grants Facilitator, Somerset Economic Development Council, Blair County BASICS, Southern Alleghenies Workforce Development Board, Goodwill Industries, Community Foundation, Chambers of Commerce, Career Links, etc. and private industry (Duke Lifepoint/Conemaugh Health System, Riggs Industries, Global SFC, Heritage Coal, Convergys, GapVax, REI Bedford, etc.). Contracted for customized delivery where possible.
- Hosted record 93 regional coroners and law enforcement officers for annual seminar with extensive media coverage.

CONTINUING/COMMUNITY EDUCATION

- Staff members completed certification as: Certified Professional Programmer – C2P (Valerie Wojcik) and Certified Program Planner - CPP (Andrew Podolak).
- Adjunct faculty (credit) are increasingly becoming involved in non-credit programming.
- Successfully ran 42 face-to-face courses and 171 online courses.
- In-house training students (phlebotomy and veterinary assistant) are successfully finding employment.

Pennsylvania Highlands Community College

Student Services

OFFICE OF VICE PRESIDENT OF STUDENT SERVICES

- Created a program “How College Works”, a five-part series directed at improving high school students understanding of all parts of the college process. We completed the program in one school district and will be working with five additional school districts next year.
- Took over coordination of the Cambria County College fair previously coordinated by CRBC.

STUDENT SERVICES (ADMISSIONS, REGISTRATION, STUDENT SUCCESS)

- Saw a large increase in applications for the year which we believe can be attributed to removing the application fee that had been in place the previous two years.
- 15 former Cambria Rowe Business College students will complete their associate’s degree this academic year via a teach out plan at Penn Highlands. Their credits will be transferred to Triangle Tech in Dubois, PA for the conferral of the degree.
- Implementing changes designed to improve the conversion to core of ACE students.
- This year we will finalize 14 new and revised articulation agreements between Penn Highlands and Mount Aloysius in programs of study that include computer science and technology, criminal justice, psychology, education, and radiologic technology to name a few.
- We had 5% fewer students placed on academic warning/probation/suspension this year over last year.
- Penn Highlands was named a White House Healthy Campus for its efforts to distribute information on the Affordable Care Act and resources on insurance coverage for students.
- Coordinated “It’s On Us” week events 10/24-10/28/16 encouraging everyone to take the pledge and make a personal commitment to help keep women and men safe from sexual assault.
- The Writing/Math Center served over 115 students with English, math and other subjects with numerous visits.
- 58% of ADA students completed the spring semester with a 2.5 or greater GPA and 14 graduated in spring.

ATHLETICS

- 15 Student Athletes graduated, the highest in one Academic Year.
- All teams finished 2nd in WPCC.
- Tony Acrie and Haley Holsberger were named to First Team All Region. Tim Biakapia and Jake Lushko were named 2nd team and Honorable Mention, respectively. This is the first time we had 3 athletes named to the top 15 in Region XX in men’s basketball.
- Volleyball, men’s basketball, and men’s and women’s bowling qualified for Regionals.

STUDENT ACTIVITIES

- We had the largest Student Recognition ceremony.
- We had the most students walk in Commencement.
- Seven students were named to the ALL-PA team. This was the most to date.
- Sigma Alpha Pi was named to the Founder’s List for completing all pillars.

MARKETING

- Successfully integrated Instagram into our social media mix. In its short time of use we have amassed over 500 followers and consistently average around 30 engagements per post.
- Integrated Career Coach into our web platform, and as materials are developed, it will be added to our marketing mix.

Pennsylvania Highlands Community College

Student Services

- For the Marketing Department's quality and implementation of work, the department has received three silver medallion awards from the National Council of Marketing and Public Relations (group focused on two-year institutions). Awards in –
 - ◊ Billboard Ad Series – I Am Future campaign
 - ◊ Short Video – Mike Viveros & Network Administration
 - ◊ TV Ad – Tara Brodish & Career Path

BLAIR CENTER

- Healthcare information specialist program had a successful start with 7 students.
- Exceeded enrollment goal for spring 2017 semester.
- Had the largest number of graduates from Blair Center thus far.

HUNTINGDON CENTER

- Celebrated our 5 year "anniversary" of the Huntingdon Center's opening of its location on Margy Drive
- Assisted high schools with their Chapter 339 programs by presenting to teachers and students in the classrooms. These presentations consisted of Time Management, Soft (Essential Skills) and Self-Motivation.
- We were able to penetrate the classrooms at a much higher rate than in years past which has led to improved enrollment projections.
- Improved exterior signage for the location based upon concerns of students and community members

EBENSBURG CENTER

- Added Early Childhood Education/Child Development programs to Ebensburg
- Total Credit Enrollment at Ebensburg for Fall semesters have increased year-over-year for the past 3 years
- We increased out of county (Indiana) enrollment the past two years at Ebensburg

SOMERSET CENTER

- Moved to new facility and expanded within in the first year of the facility.
- Moving to new facility has provided the opportunity to offer more diverse course work to the students.
- Expanding on our footprint in Somerset and partnering with schools, agencies, and the county
- The new location provides an opportunity to offer more services to the students to get them involved at the college's Somerset Center.
- We are seeing enrollment growth for the second straight year.

TITLE IX/RIGHT TO KNOW

- Participated in discussions via ATIXA issues surrounding potential changes to federal guidelines related to handling of Title IX issues.
- Dealt with and closed via inquiry one Title IX related issue.
- Held an 'It's On Us' awareness event.
- We have responded to eleven request for information received via the Right to Know law. One request contained 27 items and a second contained 16.

Pennsylvania Highlands Community College

Finance and Administration

FINANCIAL OPERATIONS

- Successfully completed the 2015-2016 financial audit with an unqualified opinion.
- Developed a 2017-2018 budget that allowed for a \$4 per credit reduction in the sponsored tuition rate.
- Served on the Capital Workgroup which is a state-wide committee charged with recommending capital project guidelines and reviewing/scoring capital project requests.
- Completed final months of Title III grant financial reporting.
- Submitted a \$2.5 million funding request to the Pennsylvania Department of Education and facilitated loan financing through the State Public School Building Authority.
- Implemented a new budget timeline to start the process earlier allowing more time for a collegial budget development process.

INFORMATION TECHNOLOGY

- Established a team to evaluate multiple Learning Management Systems to replace the current Jenzabar LMS. Selected Shoology as the replacement and negotiated pricing.
- Installing and deploying new help desk management software. This will save the college \$3,100/year .
- Installed new Cisco Meraki wireless network at Richland campus.
- Rolled out Windows 10 across the College.
- Implemented Office 365 for students and faculty.
- Established the Pennsylvania Highlands Innovation Team as a forum for capturing and evaluating creative ideas.

HUMAN RESOURCES

- Transitioned from Highmark to UPMC employee health coverage resulting in significant savings.
- Negotiated a new faculty collective bargaining agreement including management of all contract changes and additions and coordination with the faculty union, state mediator, and legal counsel.
- Completed compensation management plan with established pay grades, job classifications, and title adjustment.
- Coordinated the new hiring process for numerous faculty, support staff, administrators, adjuncts, and student workers.
- Implemented FLSA changes.
- Organized workplace conduct training for all employees as a part of Spring start up
- Revised and updated the employee handbook.

FACILITIES AND SECURITY

- Completed the Facilities Master Plan with CDI/L. R. Kimball and Paulien & Associates.
- Completed planning for expansion of the Blair Center and negotiated a new lease for additional space in the Logan Valley Mall. Completed a conceptual design.
- Completed upgrades to the Richland campus including new stairwell doors/windows, carpeting, handi-capped accessibility at student entrance, LED lighting, and reconfiguration of the Admissions Office.
- Negotiated a new lease with Somerset County to increase the square footage of the Somerset Center to the entire second floor of Partner's Hall expanding into space previously occupied by Allegany College of Maryland.
- Evaluated a facility in Philipsburg and decided not to pursue due to building condition and enrollment limitations.

Pennsylvania Highlands Community College

Finance and Administration

- Completed upgrade to the HVAC system serving the Administration offices The result will be better temperature control for the area and the ability to observe and make adjustments remotely.
- Completed mandated Clery reporting.
- Implemented a key and lock procedure.
- Installed a new Paxton door access system to replace the end of life Hirsch system.
- Installed 4 new interior and 2 new exterior surveillance cameras. Currently in the process of re-positioning old cameras to achieve coverage of the auditorium and both wings.
- Updated parking lot signage.
- Evaluated several locations as a possible downtown Johnstown site.

FINANCIAL AID AND STUDENT ACCOUNTS

- Completed system changes to provide earlier financial aid award notices in response to Early FAFSA.
- Increased the semester financial aid book allotment for students from \$450 to \$1,000 providing students the financial resources to purchase all books needed for their courses.
- Offered six FAFSA Completion Nights throughout the 2016-2017 Academic year to assist students in completing the new 2017-2018 FAFSA.
- Reorganized the Federal Work Study program to increase availability of work-study positions and better utilize work-study funding.
- Implemented a new mass messaging system to communicate with students combining two previously used messaging systems.
- Evaluated student payment processes to reduce the purge and implemented changes in financial aid regulations.

Pennsylvania Highlands Community College

External Affairs & Community College Foundation

SCHOOL PARTNERSHIP PROGRAMS

- ACE Program - Enrolled 1,463 students at 50 school districts for a total of 8,175 credits
 - ◊ ACE Faculty Liaisons (Penn Highlands faculty) completed 82 site visits at ACE high schools
- Associate in High School Program
 - ◊ Student enrollment: 184
 - ◊ Students graduating 2017: 24
 - ◊ United School District (Indiana County) became partner in fall 2016
- Career and Technology - Revised and/or developed over 30 Articulation Agreements
 - ◊ Developed a statewide Articulation Agreement with PDE for Small Business Management and CTC Vehicle Maintenance and Repair Technology Program
 - ◊ Promoted Small Business Management Associate in High School opportunity for CTC students
 - * Cohort of 15 students participating at Greater Johnstown

GOVERNMENT & COMMUNITY RELATIONS EVENTS

- The College is working with lobbyists in the positive promotion and support of the college.
- Ongoing meetings are held with county, state, and federal legislators locally and at the Capitol with representatives and senators.
- The College held the annual Legislative Reception in Harrisburg with seven legislators and the College's lobbyists as well as trustees, administration, and students in attendance.
- The College sponsored Chamber and/or State of the County events in Bedford, Blair, Cambria, Somerset, and Huntingdon counties.
- Served as a Gold Sponsor for Huntingdon's 250th Birthday.
- Participated in Showcase for Commerce with employees and College Trustees in attendance.
- Provided support for Distinguished Young Women Scholarship.
- Attended Annual PA Legislators Breakfast at Bedford and Huntingdon counties.
- Renewed membership with East Hills Business Association.
- Provided sponsorship for the following events: Polytechnic Career Event, Richland School District Anti-Bullying, Bedford County Youth Leadership, Somerset Daily American Challenge Race, Greater Johnstown Chamber's Salute to Working Women, and Lions Club Annual Dinner

COMMUNITY SERVICE/EVENTS

- College employees participated in the 2016 United Way of the Laurel Highlands Day of Caring, volunteering at the Girl Scout Camp Conshatawba.
- College employees donated approximately \$8,000 to this year's United Way of the Laurel Highlands campaign.
- College community members collected and delivered items to local food pantries, retirement facilities, animal shelters, wildlife rehabilitation center, veteran's associations, and children's organizations.
- College employees volunteered weekly at Produce to People large-scale produce distribution program.
- Developed partnership with Johnstown Symphony Orchestra allowing students to serve as ushers for the symphony, Business and Media Production students developed marketing materials, and symphony tickets provided to students and Foundation donors.
- Administration and faculty presented at various national and regional conferences.
- One employee graduated from the 2017 Gunter Leadership Program.
- The College hosted a celebration in honor of the Medical Technology Program receiving accreditation.

Pennsylvania Highlands Community College External Affairs & Community College Foundation

FOUNDATION

The Pennsylvania Highlands Community College Foundation continues to grow achieving over \$1.1 million in assets at the end of the 2016-17 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, 2017 preliminary unaudited financial statements, the approximate total assets of the Foundation are \$1,151,582 and total support and revenue generated in the fiscal year is \$255,456.

The Foundation has completed its annual campaign for this fiscal year and is pleased to report more than \$40,000 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. Enhancing our campaign from 2011 through 2016 was the Title III matching grant from the U.S. Department of Education. The Foundation reached its goal in each of the five years of the grant, and now our Title III endowment has more than \$236,000 in assets.

The Foundation hosted two fundraising events: Corks & Kegs reception in support of the Kathy Holtzman Memorial Scholarship and the Puttapalooza Mini-Golf Tournament.

Pennsylvania Highlands' students were awarded \$33,396 in scholarship funds in the 2016-2017 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. The Foundation also established its first trust scholarship endowment agreement.

To evaluate performance and success, the Foundation Board developed and conducted a self-assessment.

2016-2017 ANNUAL GIVING CAMPAIGN

EMPLOYEE SUPPORT	
Participants	79
Total*	\$ 11,723.00
BOARD/COMMUNITY SUPPORT	
Board Members	24
Businesses/Individuals	15
Total*	\$ 29,640.00
DESIGNATIONS	
Unrestricted	\$ 34,570.00
One Book	\$ 3,087.00
Asonovich Scholarship	\$ 1,010.00
Mangarella Scholarship	\$ 1,026.00
PTK	\$ 727.00
Weitz Scholarship	\$ 126.00
Valenty Scholarship	\$ 100.00
NAIFA Scholarship	\$ 26.00
Holtzman Scholarship	\$ 91.00
Blair	\$ 200.00
Huntingdon	\$ 400.00
GRAND TOTAL*	\$ 41,363.00

*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	\$ 9,381.00	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	\$ 10,000.00	Help purchase Patient Simulator for the College's Health Professions Programs
Community Foundation For the Alleghenies	\$2,000.00	Scholarships for middle school students and equipment for the College's Workforce Education Programs
TOTAL GRANTS RECEIVED	\$ 24,681.00	

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 \$18,750.

COLLEGE DATA



Pennsylvania Highlands Community College College Data

STUDENT ENROLLMENT OVERVIEW

Annual Student Enrollment - Total Unduplicated Headcount

	2016-2017
Credit	3,442
Non-Credit (Workforce and Continuing Education)	637

Total Credit Enrollment by Student Type

Student Type	Fall 2016		Spring 2017	
	Headcount	Percentage	Headcount	Percentage
Degree-seeking Undergraduate Students				
Matriculated - Various Academic Programs	996	93.8%	927	93.4%
Conemaugh Histotechnology	22	2.1%	20	2.0%
Conemaugh Radiologic Technology	15	1.4%	18	1.8%
First Energy Corporation - Power Systems Institute	29	2.7%	28	2.8%
Subtotal	1,062	100%	993	100%
Non-matriculated Students				
Non-matriculated	147	63.9%	124	52.3%
Conemaugh Nursing	83	36.1%	113	47.7%
Subtotal	230	100%	237	100%
ACE Dual-enrollment Students				
Associates in High School	196	14.2%	184	41.5%
High School Dual Enrollment	1188	85.8%	259	58.5%
Subtotal	1,384	100%	443	100%
Total Enrollment	2,676		1,673	

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 2016		Spring 2017	
	Headcount	FTE	Headcount	FTE
General Studies, AA in High School	53	44.7	47	23.8
Liberal Arts & Sciences, AA in High School	143	92.7	137	34.8
High School Dual Enrollment	1,188	466.5	259	76.6
Total ACE Program	1,384	603.9	443	135.2

Credit Student Enrollment by Semester

	Fall 2016	Spring 2017	Summer 2017
Headcount	2,676	1,673	750
Credits	21,043	14,062	3,871
Full-time Equivalent (FTE) Students	1,602	1,052	322

Pennsylvania Highlands Community College College Data

DEGREE-SEEKING STUDENT DEMOGRAPHICS

New / Returning Students

	Fall 2016		Spring 2017	
	Headcount	Percentage	Headcount	Percentage
New Students	323	30.4%	96	9.7%
Continuing Students	739	69.6%	897	90.3%
Total	1,062	100%	993	100%

Class Standing

	Fall 2016		Spring 2017	
	Headcount	Percentage	Headcount	Percentage
Freshman	691	65.1%	553	55.7%
Sophomore	371	34.9%	440	44.3%
Total	1,062	100%	993	100%

Full-time/Part-time Status

	Fall 2016		Spring 2017	
	All Students	Degree-seeking	All Students	Degree-seeking
Full-Time	816	712	656	651
Part-Time	1,860	350	1,017	342
Total	2,676	1,062	1,673	993

Gender

	Fall 2016		Spring 2017	
	Headcount	Percentage	Headcount	Percentage
Male	454	42.7%	424	42.7%
Female	608	57.3%	569	57.3%
Total	1,062	100%	993	100%

Race / Ethnicity

	Fall 2016		Spring 2017	
	Headcount	Percentage	Headcount	Percentage
American Indian or Alaska Native	5	0.5%	3	0.3%
Asian	14	1.3%	11	1.1%
Black or African American	62	5.8%	47	4.7%
Hispanics of Any Race	23	2.2%	17	1.7%
Native Hawaiian or Other Pacific Islander	1	0.1%	0	0.0%
Nonresident Alien	0	0.0%	0	0.0%
Two or More Races	28	2.6%	24	2.4%
Race or Ethnicity Unknown	31	2.9%	28	2.8%
White	898	84.6%	863	86.9%
Total	1,062	100%	993	100%

Pennsylvania Highlands Community College College Data

Age

	Fall 2016		Spring 2017	
	Count	Percentage	Count	Percentage
Under 18	5	0.5%	4	0.4%
18-24	761	71.7%	688	69.3%
25-29	104	9.8%	113	11.4%
30-34	65	6.1%	63	6.3%
35-39	43	4.0%	44	4.4%
40-49	57	5.4%	53	5.3%
50-64	26	2.4%	27	2.7%
65+	1	0.1%	1	0.1%
Unknown	0	0.0%	0	0.0%
Total	1,062	100%	993	100%

Traditional / Non-Traditional Age

	Fall 2016		Spring 2017	
	Count	Percentage	Count	Percentage
Traditional (Under 25 years of age)	766	72.1%	692	69.7%
Non-traditional (25 years of age and older)	296	27.9%	301	30.3%
Total	1,062	100%	993	100%

Student Residency

	Fall 2016		Spring 2017	
	Count	Percentage	Count	Percentage
Adams County	1	0.09%	1	0.10%
Allegheny County	2	0.19%	2	0.20%
Armstrong County	1	0.09%	2	0.20%
Beaver County	0	0.00%	1	0.10%
Bedford County	20	1.88%	16	1.61%
Blair County	100	9.42%	90	9.07%
Bradford County	2	0.19%	2	0.20%
Butler County	2	0.19%	1	0.10%
Cambria County	648	61.02%	599	60.38%
Centre County	4	0.38%	7	0.71%
Chester County	0	0.00%	1	0.10%
Clarion County	2	0.19%	2	0.20%
Clearfield County	11	1.04%	11	1.11%
Crawford County	1	0.09%	1	0.10%
Delaware County	1	0.09%	1	0.10%
Elk County	1	0.09%	1	0.10%
Erie County	1	0.09%	1	0.10%
Fayette County	1	0.09%	1	0.10%
Franklin County	1	0.09%	1	0.10%
Fulton County	2	0.19%	1	0.10%

Pennsylvania Highlands Community College College Data

Student Residency (continued)

	Fall 2016		Spring 2017	
	Headcount	FTEs	Headcount	FTEs
Huntingdon County	33	3.11%	31	3.13%
Indiana County	24	2.26%	23	2.32%
Jefferson County	0	0.00%	1	0.10%
Mifflin County	3	0.28%	3	0.30%
Montgomery County	1	0.09%	1	0.10%
Philadelphia County	1	0.09%	0	0.00%
Potter County	0	0.00%	1	0.10%
Somerset County	179	16.85%	173	17.44%
Venango County	2	0.19%	2	0.20%
Westmoreland County	14	1.32%	14	1.41%
York County	1	0.09%	0	0.00%
Out of State	3	0.28%	1	0.10%
Totals	1,062	100.0%	993	100.0%

Academic Program Enrollment by Award Type

Program	Fall 2016		Spring 2017	
	Headcount	FTEs	Headcount	FTEs
Associate of Arts - AA	375	332.2	336	291.9
Associate of Applied Science - AAS	414	350.4	397	339.5
Associate of Science - AS	247	217.2	234	202.6
Diploma	20	13.3	19	13.3
Certificate	6	3.8	7	5.9
Subtotal	1,062	916.9	993	853.2
Non-Matriculated	230	82.4	237	63.7
Total	1,292	999.3	1,230	916.9

Academic Program Enrollment - Headcount and FTE

Program	Award Pursued	Fall 2016		Spring 2017	
		Headcount	FTE	Headcount	FTE
Accounting	AS	32	30.9	33	30.0
Architectural/Civil: CAD & Design Tech	AAS	15	15.0	14	13.9
Architectural Technology Certificate	Certificate	0	0.0	0	0.0
Business Administration	AS	35	31.9	37	33.0
Business Management	AAS	81	69.2	72	63.7
Business Management Online	AAS	45	32.9	40	28.2
Child Development Associate	Certificate	0	0.0	1	0.3
Child Development	AAS	20	15.6	22	20.1
Child Development	Certificate	1	0.5	0	0.0
Child Development	Diploma	1	1.0	2	1.25
CICT-Network Administration	AAS	41	36.0	41	35.9
Civil Technology Certificate	Certificate	0	0.0	0	0.0
Criminal Justice	AAS	24	20.3	22	20.0

Pennsylvania Highlands Community College College Data

Academic Program Enrollment - Headcount and FTE (continued)

Program	Award Pursued	Fall 2016		Spring 2017	
		Headcount	FTE	Headcount	FTE
Criminal Justice - AS Degree	AS	33	31.1	32	29.9
Communication Studies	AA	1	1.0	0	0.0
Computer Science	AS	20	18.5	20	18.8
Early Childhood Education	AA	14	13.0	12	11.4
Early Childhood Management Certificate	Certificate	1	0.3	0	0.0
Electric Utility Technology	AAS	29	27.5	28	27.8
Environmental Science	AS	12	10.5	4	3.4
General Studies	AA	18	15.5	10	6.2
General Studies - Associates in HS	AA	53	44.7	47	23.8
Healthcare Information Specialist	AAS	18	15.3	19	17.6
Health Professions: Histotechnology	AAS	22	18.5	20	16.7
Health Professions: Paramedic	AAS	0	0.0	0	0.0
Human Services	AAS	23	20.8	19	17.0
Information Security and Analysis	Certificate	0	0.0	0	0.0
Liberal Arts and Sciences	AA	275	239.1	247	214.0
Liberal Arts and Sciences - Associates in HS	AA	143	92.7	137	34.8
Liberal Arts and Sciences - Online	AA	14	11.4	18	13.8
Medical Coding Specialist	Diploma	19	12.3	17	12.0
Medical Assisting Technology	AAS	45	39.4	46	40.3
Media Production	AAS	14	13.4	12	10.6
Non-Matriculated	-	230	81.2	237	63.7
Non-Matriculated: ACE HS Dual Enrollment	-	1,188	466.5	259	76.6
Pharmacy Technician	Certificate	4	3.0	6	5.7
Pre-Health Professions	AS	107	88.1	105	85.4
Pre-Engineering	AS	2	2.0	3	3.0
Professional Pilot	AS	3	2.3	2	1.0
Psychology	AA	47	44.6	43	40.7
Radiologic Technology	AAS	15	5.2	18	5.9
Technology Management	AAS	6	5.3	9	8.0
Technology Management, Online	AAS	4	4.0	3	2.6
Teacher Education	AA	9	8.7	6	5.6
Welding Technology	AAS	12	11.6	10	9.2
	Totals	2,676	1,600.8	1,673	1051.9

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

Pennsylvania Highlands Community College College Data

GRADUATES

Degrees / Awards Conferred by Academic Program

Academic Program	Award	Number Conferred
Accounting	AS	8
Architectural/Civil: CAD & Design Tech	AAS	7
Business Administration	AS	4
Business Management	AAS	30
Business Management - Online	AAS	11
Child Development	AAS	6
Child Development Associate	Certificate	1
Criminal Justice	AAS	7
Criminal Justice	AS	10
Computer Science	AS	3
CICT-Network Administration	AAS	8
Early Childhood Education	AA	4
Early Childhood Education Mgmt. & Leadership	Certificate	1
Electric Utility Technology	AAS	14
Environmental Science	AS	1
General Studies	AS	12
General Studies - Associates in HS	AS	19
Healthcare Information Specialist	AAS	6
Health Professions: Histotechnology	AAS	4
Human Services	AAS	6
Liberal Arts and Sciences	AA	49
Liberal Arts and Sciences - Associates in HS	AA	1
Liberal Arts and Sciences - Online	AA	1
Medical Coding Specialist	Diploma	9
Medical Assisting Technology	AAS	9
Media Production	AAS	8
Pre-Health Professions	AS	2
Pharmacy Technician	Certificate	2
Psychology	AA	11
Radiologic Technology	AAS	15
Technology Management	AAS	1
Technology Management - Online	AAS	1
Welding Technology	AAS	4
Total Awards		275

Awards Conferred by Type

Program Type	Award Code	Number Conferred
Associate of Arts	AA	97
Associate of Applied Science	AAS	137
Associate of Science	AS	28
Diploma	DIP	9
Certificate	CER	4
Total Awards		275

Pennsylvania Highlands Community College College Data

INSTITUTIONAL RESEARCH

Employee Information - Occupational Category and Employment Status

	Full-Time	Part-Time	Total
Instructors	27	78	105
Executive/Administrative	29	0	29
Other Professionals, Support Services	25	0	25
Clerical & Secretarial	20	37	57
Service & Maintenance	8	2	10
Total	109	117	226

Employee Information - Employment Status, Gender, and Ethnicity

	Full-time		Part-time		Total	
	Male	Female	Male	Female	Male	Female
Black or 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	47	61	51	66	98	127
Hispanic	0	0	0	0	0	0
Race or Ethnicity Unknown	0	0	0	0	0	0
Total	47	62	51	66	98	128

Facilities Information

Facility	Assignable Square Feet
Richland Campus	84,274
Ebensburg Center	15,704
Huntingdon Center	2,428
Somerset Center – Partners Hall	4,022
Blair Center	3,111
Total Assignable	109,539

Pennsylvania Highlands Community College College Data

FINANCIAL INFORMATION

Tuition for Academic Year 2016-17

	SPONSORED Cambria County	NON-SPONSORED Other PA Residents	OUT-OF-STATE Non-PA Residents
Per-Credit Tuition	\$131	\$203	\$305

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

College Revenue and Expenses FY 2015-16

Revenue and Expenses	
<u>Revenue</u>	
Student Tuition & Fees, net	\$7,473,533
Government Grants	\$674,297
Other Income	\$69,265
Total Operating Revenue	\$8,217,095
<u>Expenses</u>	
Instruction	\$3,565,942
Academic Support	\$2,087,993
Student Services	\$2,108,588
Institutional Support	\$2,319,301
Facility/Maintenance	\$1,778,027
Provision for Uncollectible Accounts	\$66,541
Depreciation	\$955,336
Total Operating Expenses	\$12,881,728
<u>Non-Operating Revenue/Expenses</u>	
State Appropriations	\$3,700,331
County Appropriations	\$1,130,001
Financial Aid revenue	\$6,629,240
Financial Aid (expenses)	(\$6,634,733)
Private Gifts	\$13,680
Interest	(\$51,692)
Other non-operating revenue	\$226,505
Total Non-Operating Revenue/(Expenses)	\$5,013,332
<u>Other Revenue</u>	
Governments grants – Capital	\$35,967
Total Change in Net Position	\$384,666
Net Position – Beginning of year	\$11,392,173
Net Position – End of year	\$11,776,839

Pennsylvania Highlands Community College College Data

Operating Funding by Source

Source	Amount	% of Operating Funds
Tuition	\$7,473,533	59.25%
State	\$3,700,331	29.34%
Local (Cambria County)	\$1,130,001	8.96%
Other	\$309,450	2.45%
Total	\$12,613,315	100.00%

Foundation Revenue and Expenses FY 2015-16

Revenue and Expenses	
<u>Revenue</u>	
In-kind Revenue	\$51,653
Contributions	\$128,527
Fundraising	\$19,945
Total Operating Revenue	\$200,125
<u>Expenses</u>	
Institutional Support	\$3,680
Facility/Maintenance	\$37,575
Provision for Uncollectible Accounts	\$0
Scholarships and grants	\$37,925
Fundraising	\$4,266
In-kind Expenses	\$51,653
Total Operating Expenses	\$135,099
<u>Non-Operating Revenue/Expenses</u>	
Interest and dividends	\$6,356
Unrealized gains and losses	(\$12,714)
Total Non-Operating Revenue/(Expenses)	(\$6,358)
Total Change in Net Position	\$58,668
Net Position – Beginning of year	\$957,675
Net Position – End of year	\$1,016,343