SVCC

SUSQUEHANNA VALLEY
COMMUNITY COLLEGE

Lifting communities in need by providing an oasis in the community college desert of central Pennsylvania

BUSINESS PLAN
January 2023

Update May 2023

Confidentiality Statement and Legal Disclaimer

Developed by:

Susquehanna Valley
Community Education Project
Facilitating the establishment of a Susquehanna Valley Community College

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History

According to the PA Department of Education, 'Community colleges are at the forefront of remedial and developmental education, dual enrollment opportunities for secondary school students, workforce development and public safety training, as well as 2-year associate degrees and certificate programs in occupational and technical areas. They also are an important means of access for students in the arts, sciences and professions seeking to transfer at the end of two years to four-year institutions. Community colleges expand educational opportunities for individuals from all walks of life and contribute significantly to the economic, social and cultural development of their regions.'
(Source: PA Dept. of Education, www.education.pa.gov/Postsecondary-Adult/CollegeCareer/Pages/ Community-Colleges.aspx)

The Pennsylvania Community College Act of 1963 *(revised in 1982)* was created to ***'encourage and facilitate the development of community colleges within reasonable commuting distances of every citizen of this Commonwealth'.***

In spite of this directive, **Pennsylvania has the lowest community college to resident ratio of any state in the country**. Presently, only 15 community colleges exist and nearly all are located in densely populated, metropolitan areas of the state. This leaves a vast area of rural populations disadvantaged with no reasonable access to a community college, including the Central Susquehanna Valley Region of Northumberland, Union, Montour, and Snyder Counties. The Central Pennsylvania Workforce Development Area reports approximately 8000 high-priority job openings annually that employers struggle to fill with a historically economically challenged population. *(Source: PA Center for Workforce Information and Analysis 2022)* The problem is worsened by the 'brain drain' of local students leaving the area for accessible, affordable education options.

Susquehanna Valley Community College (SVCC) - *(name not yet finalized)*

Fueled by the overwhelming need for real, achievable pathways to a better life through education and training for area residents, Dr. Lenaire Alhum created the Susquehanna Valley Community Education Project, a 501c3 non-profit organization dedicated to establishing ***The Susquehanna Valley Community College (SVCC)***; an independent public anchor community college serving the Pennsylvania Central Susquehanna Valley with a mission to enrich the service region through delivery of affordable and accessible quality education that is learner centered and aligned with business needs.

By offering a custom designed curriculum consisting of associate degrees, certificate programs, industry certifications, custom workforce training and lifelong learning classes, all of which will continue to evolve based on input from stakeholders, updated gap analyses, and high priority occupation vacancies; SVCC will provide a skilled workforce for area companies struggling to fill high demand jobs. Providing these pathways in partnership with the community as a whole will work to create sustainable, life changing, economic development throughout the region, lifting neighborhoods and working to effectively break generational social challenges.

Target Market and Key Segments

Offering accessibility, affordability and a pathway to anyone in the central Susquehanna Valley region of Northumberland, Union, Montour, and Snyder Counties looking for accessible, quality, affordable education and training options to better themselves and build a brighter future, the SVCC will focus on a number of key segments, both traditional and non-traditional, with strong potential for enrollment and successful completion of an associate degree, certificate, or training program. A large percentage of these key target segments involve **low-moderate income** students, individuals, and families.

Demographics & Affordability

In comparison with key national and PA statistics, along with the mission and targeted segments of the SVCC, the demographic make-up of the four-county service region validates the potential for sustained success of a community college in this underserved region. The combined ALICE + FPL (Federal Poverty Level) county demographics *show a substantial segment service base in need of local, accessible, affordable, quality education and training options, ranging from 38% to 48% of the entire county's population.*

More than 56% of nationwide community college students qualify for financial aid, meaning they come from low-moderate income situations. *(Source: American Association of Community Colleges, 'Fast Facts 2022')* This significant number also highlights the importance of this segment to the success of a community college, especially with curriculum and programs created to meet specific local community needs**.**

Similar rural PA community colleges realize more than 60% of students graduating debt free through *qualification and use of available financial aid resources.* *(Source: www.bc3.edu/paying)* It is projected that a similar percentage of SVCC students will also have the opportunity to graduate debt free.

Promotion

The Susquehanna Valley Community College will utilize an effective mix of social media and traditional marketing media along with a well-developed, strong referral partner network, such as local guidance counselors, support agencies and workforce development agencies, to reach potential students in targeted segments.

Area Alternatives

The area's other available post-secondary education and training options offer quality programs and degrees, however, they are not designed to primarily serve the lower income, ALICE populations, or non-traditional students, and are therefore, financially and feasibly out of reach for those segments that the Susquehanna Valley Community College is created to serve.

It is the intention of the SVCC to find ways to partner with and complement as many of these area institutions as possible, both from a transfer and referral aspect in order to best serve the community.

Economic Impact

A 2021 EMSI Economic Impact Study shows that a new community college is a smart economic investment, providing the region with a path forward in the 21st century, resulting in over $78 million in economic growth over the first 10 years in operation. This exceptional return can be realized by a local sponsorship equivalent to *$1.15 per household per month, or about $14 per household per year*, and thereby *enabling the benefits of state and federal investment. **The local sponsors exert their local control through the appointment of a board of trustees to the Community College and final approval of the annual community college budget.***

*These numbers are much lower than established rural community colleges because the return on investment will continue to grow steadily after the first 10 years and will stabilize at much higher numbers when graduates begin to retire from the workforce.

Financial Projections

Using conservative estimates for enrollment and comparable industry averages for expenses as compared to the national averages for community colleges, the financial projections show strong financial viability by Year 7, meaning tuition revenues alone surpass total operating expenses and fixed costs.

Introduction

History

Pennsylvania's state master plan for higher education calls for the creation of 28 community colleges. To date, only 15 have been established and nearly all are located in the densely populated, metropolitan regions of the state, as shown in figure 1 below. This leaves a vast region of rural populations disadvantaged without reasonable access to a community college.

As stated in Chapter 35.1a under Pennsylvania's Community College Act of 1963 *(24 P. S. § § 5201—5214)*, *"The policy of the Board is to encourage and facilitate the development of community colleges within reasonable commuting distances of every citizen of this Commonwealth. These colleges may be developed in various forms and by various organizations provided they are consistent with the act and this chapter."* *(The provisions of this §35.1a adopted July 16, 1982, effective July 17, 1982, 12 Pa.B. 2282.)*

> *"The policy of the Board is to encourage and facilitate the development of community colleges within reasonable commuting distances of every citizen of this Commonwealth."* -*PA Community College Act of 1963, 1982*

With only 1 community college for almost every 1,000,000 residents, ***Pennsylvania has the lowest community college to resident ratio of any state in the country.*** The Center for Rural Pennsylvania, a legislative agency of the Pennsylvania General Assembly, reports that over 26% (or 3.4 million) of the nearly 13 million Pennsylvania residents live in the 48 rural counties shown in green below. *(Source: www.rural.pa.gov)*

figure 1

Rural and Urban Pennsylvania Counties

Data source: U.S. Census Bureau, 2020 Census.

Center for Rural Pennsylvania (https://www.rural.pa.gov)

Existing Community Colleges

Listed below in table 1 are Pennsylvania's existing 15 public community colleges as shown with red stars on the map in figure 1. Also shown are the average drive times to each community college from the Central Susquehanna Valley (Northumberland, Union, Montour, Snyder Counties) all of which are well outside of what are considered '*reasonable commuting distances of every citizen of this Commonwealth*' as stated in the policy of the Pennsylvania Community College Act which defines reasonable travel time as a 30 minute commute.

table 1   PA Community Colleges Commuting Distances

Community College	*Avg. drive time from Central Susquehanna Valley
Luzerne County Community College	1 ¼ hours
Harrisburg Area Community College	1 ¼ hours
Luzerne County Community College	1 ¼ hours
Lehigh Carbon Community College	2 hours
Montgomery County Community College	2 ½ hours
Bucks County Community College	2 ½ hours
Community College of Philadelphia	2 ¾ hours
Butler County Community College	3 ½ hours
Pennsylvania Highlands Community College	2 ¾ hours
Delaware County Community College	2 ¾ hours
Westmoreland County Community College	3 hours
Community College of Allegheny County	3 ½ hours
Community College of Beaver County	4 hours
Erie County Community College	4 ¼ hours

(*Average drive times calculated from Sunbury area to main campus)

Why is this important?

Outside a 30-minute commute, child care and transportation costs become a significant barrier to entry to community college target markets. Community colleges are at the forefront of remedial and developmental education, dual enrollment opportunities for secondary school students, workforce development and public safety training. Within their regional service areas, **these institutions have expanded educational opportunities for individuals from all walks of life and have contributed significantly to the economic, social and cultural development of their area."**   *(Source: www.education.pa.gov/Postsecondary-Adult/CollegeCareer/Pages/Community-Colleges.aspx)*

According to the Pennsylvania Department of Education, "Community colleges are unique among institutions in Pennsylvania because of their local support. As a result, they are particularly responsive to the educational needs of their sponsoring areas. Not only do they provide a diversity of two-year associate degree and certificate programs in the occupational and technical areas, they also are an important means of access for students in the arts, sciences and professions seeking to transfer at the end of two years to four-year institutions.

Further, community colleges are at the forefront of remedial and developmental education, dual enrollment opportunities for secondary school students, workforce development and public safety training. Within their regional service areas, these institutions have expanded educational opportunities for individuals from all walks of life and have contributed significantly to the economic, social and cultural

development of their area." (Source: www.education.pa.gov/Postsecondary-Adult/CollegeCareer/Pages/Community-Colleges.aspx)

Community Colleges provide a connection to under-served populations to create a new pipeline of employees to local employers. It is these students who require the wrap-around services provided by a main-campus community college in order to be successful.

Central PA Workforce Development Area
Top populations with potential barriers to employment for priority focus in the plan
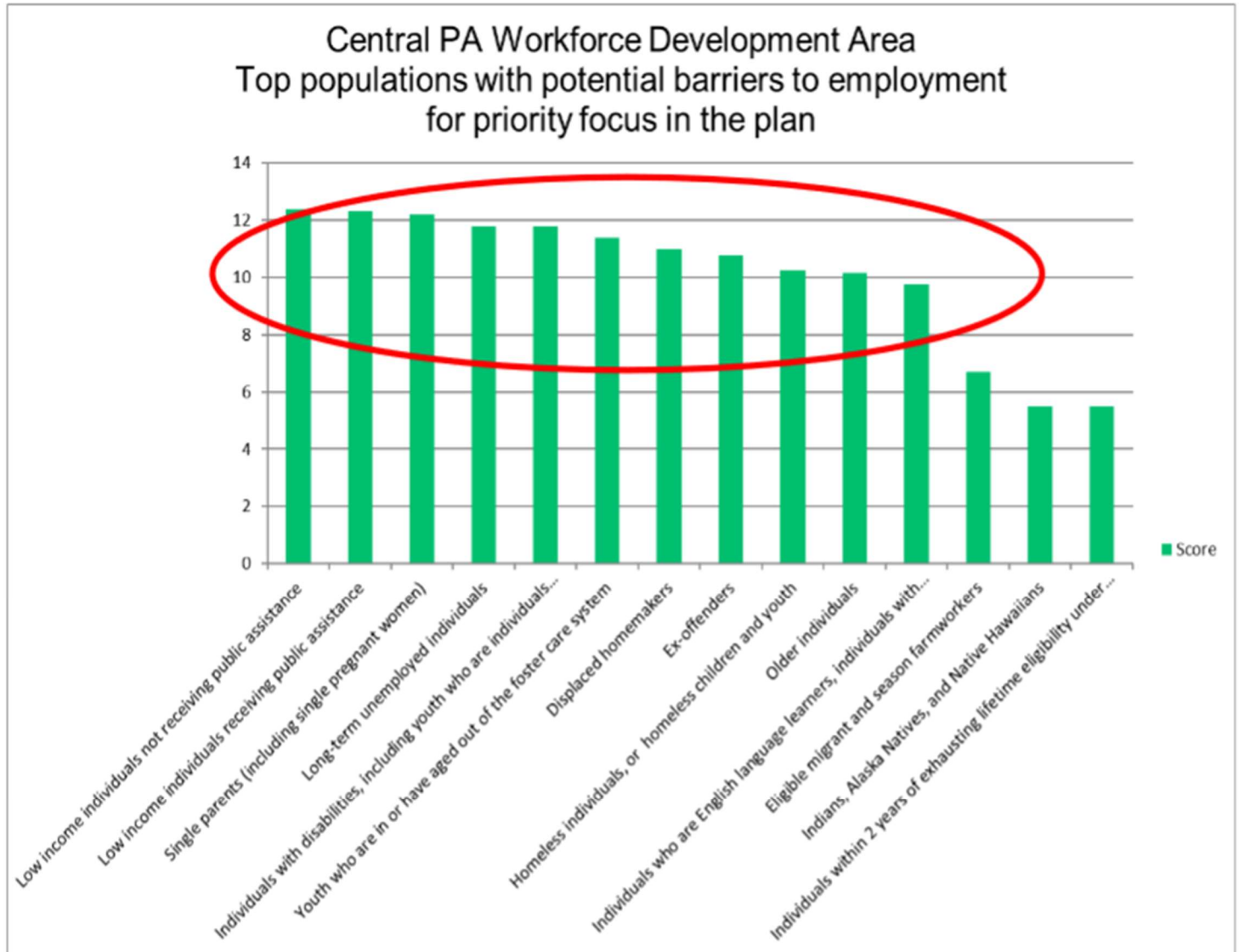
Source: 2017 Central PA Stakeholder Survey, Strategy Solutions/Community Workforce Advancements

The Story of WACC

The Central Susquehanna Valley region once had access to a community college dedicated to serving area students, the Williamsport Area Community College (WACC), which existed from 1965-1989. It was a resounding success, enrolling upwards of 7,000 students at its peak.

In 1970, the Middle States Commission on Institutions of Higher Education reported, *"The college's commitment to its community is total, is real, and is significant. It is involved in the economic, social, and cultural life of north-central Pennsylvania in ways which few if any institutions of higher education ever even hope to achieve."*

Two generations of Valley students benefited from this investment in affordable, accessible higher education.

In 1963, the Community College Act which governs Pennsylvania's community colleges made provisions to create ten original community colleges in the greater Philadelphia and Pittsburgh areas. For other regions of Pennsylvania, it laid out the steps required to form a new community college accessible to area residents. In addition to passing rigorous accreditation requirements, new community colleges must have a fiscal sponsor, most commonly a local taxing body which provides crucial financial support to complement state and federal funding.
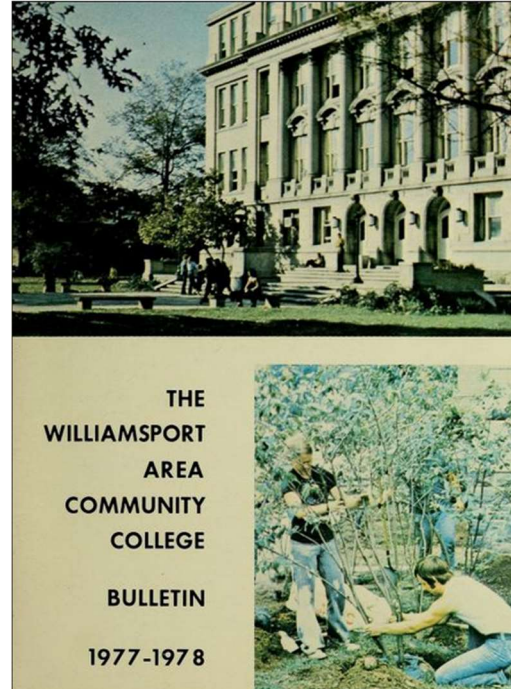
WACC's fiscal sponsor was a confederation of regional K-12 school districts. At the end of the initial 20-year fiscal sponsorship agreement, the school districts decided to discontinue their financial contributions to retain funds for their core K-12 service markets. This effectively closed the college. A state-level rescue plan transformed the former WACC into Penn Tech, an affiliate of Penn State. Penn Tech continued to offer an excellent education, but at a significantly higher price and to demographic populations different than that of a community college. With this change, affordable, accessible higher education became out of reach for residents of the Susquehanna Valley, creating a "community college desert" in central Pennsylvania for those who want and need quality, relevant, affordable education options close to home.

According to Mike Dotts', Higher Education Associate at the PA Department of Education, presentation at the 2022 Community College Summit hosted by SVCEP, he has noted that there are community colleges transition from multi-municipality or multi-school district sponsorship to preferred county sponsorship. County-based sponsorship has proven to be a far more stable funding model for community colleges. WACC's local cautionary tale, along with the advisement of the PA Department of Education, is the basis for SVCEP's plan to work with county leaders to establish the counties as the local sponsoring agencies.

Workforce Development Areas & Community College Partnerships

Partnerships for Regional Economic Performance (PREP) is PA's network of business assistance partners. PA state government, in coordination with PREP, addresses regional workforce development needs by designating Workforce Development Areas (WDAs) and assigning a workforce development board (WDB) to each multi-county region.

A key partnership exists in nearly all areas between the WDA/WDB and the community colleges located in each WDA region. The WDA streams funds to the corresponding regional community colleges to mitigate workforce demand identified by a list of high priority occupation vacancies.

> *"Those concerned about the skills gap have pointed to our educational institutions, particularly community colleges, as the obvious first-choice solution."* -American Council on Education

In the 2019 report *'Preparing the Workforce in Today's Community Colleges'*, the American Council on Education (ACE) states that community colleges, by design, play a significant role in educating workers for labor market demands. ***"They were designed to prepare high school graduates for sub-baccalaureate or semi-professional occupations and to be highly serviceable to local civil and economic needs.*** The scale of their collective influence makes them **the most important locus of relatively job-specific occupational education in the country."**

As seen on the map below (figure 2), there is no independent, local community college serving the PA Central Workforce Development Area (PACWDA), which represents approximately *650,000 residents* across the rural counties of Columbia, Montour, Northumberland, Lycoming, Snyder, Union, Center, Mifflin, and Clinton.

figure 2

PA Regional Workforce Development Areas

Northern Pennsylvania Regional College (9 counties)
Community College

Slide Design Prepared by Dr. Lenaire Ahlum for SVCEP. 2019.
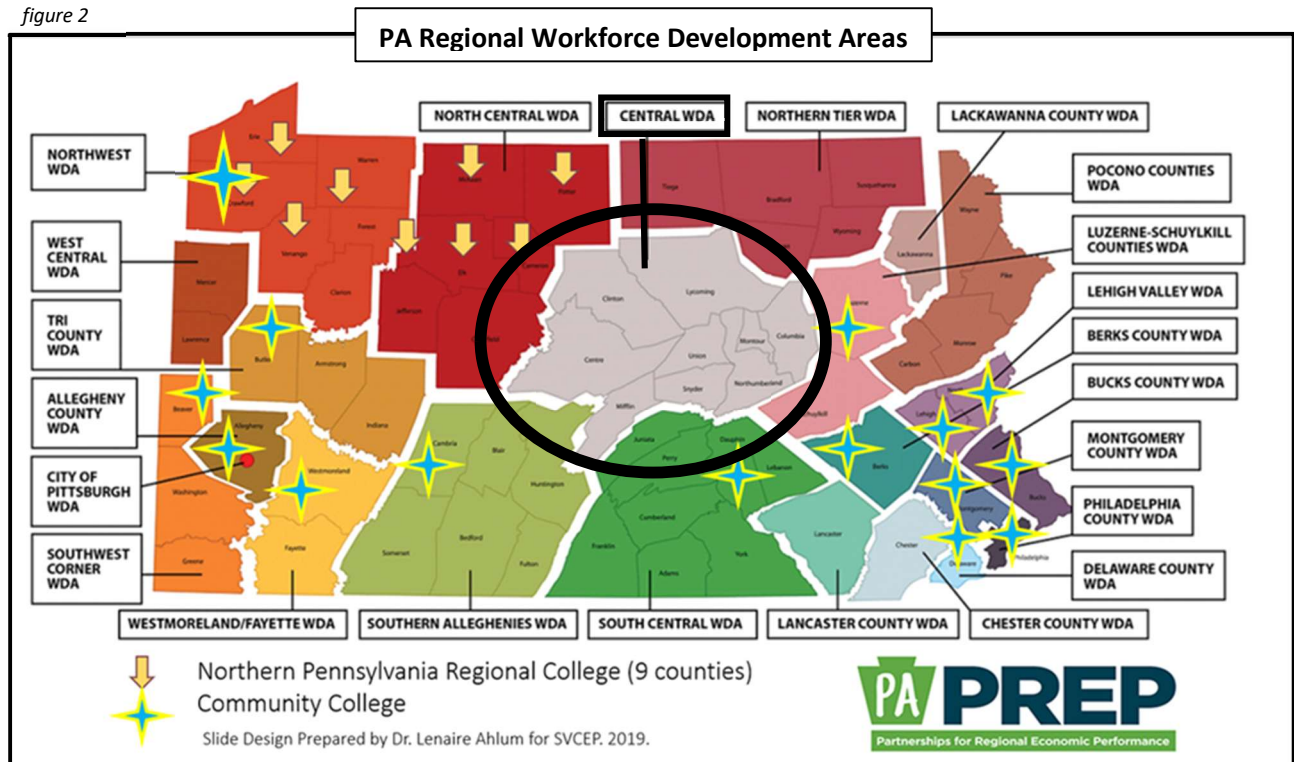
Current Efforts

After witnessing a decades long deterioration of local economic opportunity, outmigration of talent and youth, and learning of students driving an hour and a half to pursue an associate degree or certification, Dr. Lenaire Ahlum recognized a profound problem and proposed a viable solution.

Her research showed a substantial need for a large scale, affordable, accessible, public post-secondary education institution with programs aligned to business hiring needs in the central Susquehanna Valley. This would work to mitigate an expanding list of high priority occupation vacancies in the area and to remove barriers to success for low to moderate income families.

As a result of her research, in 2007 she founded the Susquehanna Valley Community Education Project (SVCEP), a 501c3 non-profit organization dedicated to establishing *The Susquehanna Valley Community College (SVCC)*, an independent public anchor community college serving the Pennsylvania Central Susquehanna Valley. SVCEP is following the requirements set forth in PA Statutes 'Guidelines for Establishing Public Community Colleges in Pennsylvania' (2015), Title 22, Chapters 35 & 335.

Feasibility was validated in 2021 by an economic impact study conducted by EMSI that shows a regional college sponsored by Northumberland, Union, Montour, and Snyder Counties can be funded by the equivalent of *$1.15 per household per month, or about $14 per household per year*, thereby *enabling the benefits of state and federal investment that*

figure 3

"The rate of return for the community college is very impressive." **Robert Slaby, City of Shamokin Administrator**

$233,800

How much more, on average, a student of the new community college will earn over the course of a 40-year career. That breaks down to an average wage increase of **$5,845** annually.

3,000

The number of Susquehanna Valley alumni that Emsi predicts will be produced by the college by 2032. In addition to strengthening the Valley's workforce with their skills and expertise, these alumni will add **$21.3 million** in total income across the four counties.

2.5x

Every dollar of local sponsorship yields an immediate additional $2.50 for our region: $1.00 from the state of Pennsylvania, $1.00 from student tuition, and $.50 from federal agencies.

Source: 2021 EMSI study

currently go to other regions, supporting local industry, keeping local talent, and helping people live better lives for themselves and their families.

With increasing momentum, in response to growing demand, urgent need, and strong support of both the community and local business and industries, coupled with primary research, the SVCEP strategic team has developed this business plan to communicate the full vision and structure for the Susquehanna Valley Community College (official name yet to be finalized), including launch and ramp up activities already underway. The SVCEP strategic team is comprised of dedicated, well-respected community leaders, business owners, and education professionals dedicated to effectively addressing many of the area's social and economic challenges.

NOTE: Upon official opening of the Susquehanna Valley Community College, the SVCEP will no longer be an advocacy organization. It will convert into a foundation managing an endowment supporting both the community college operations, as well as, student special financial needs and scholarship opportunities.
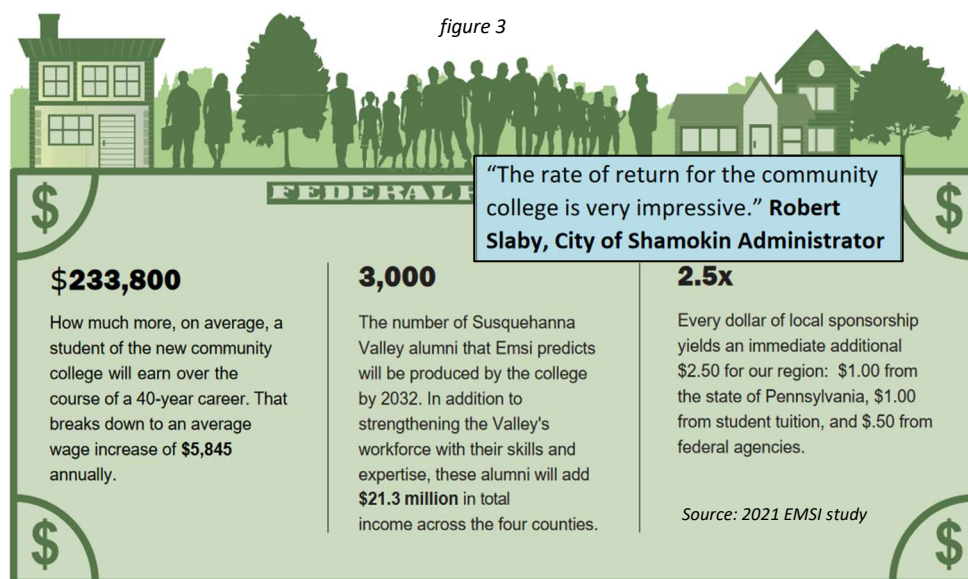
Definition of Community College

According to the Pennsylvania State Department of Education, Office of Postsecondary & Higher Education, a community college is defined as:

A. Open-access institutions intended to provide academic services to the entire community, regardless of prior academic achievement. It is the intent of the State Board that these institutions shall be widely comprehensive, providing for all the educational requirements of the community.

 1) Two-Year education structure
 2) Public (as opposed to private)
 3) Offer for Credit: Certificates, Diplomas, Associate Degrees
 4) Offer Non-Credit:
  o workforce development
  o business and industry training
  o ESL (English as a second language)
  o adult education
  o professional development
 5) Include: Avocational/Recreational

B. Governance of a community college is shared between a required local sponsor and the commonwealth:

 1) Local Sponsor (required by the state):
  • Can be one or multiple counties, school districts, municipalities, or a combination of types. Multiple counties or school districts serve as a single unit with each county or school district being a member of the local sponsor.
Counties are proven to be the most stable sponsors.
  • Appoints board of trustees
  • Approves annual college budget
The college is considered an instrumentality of the local sponsor but is a distinct, independent unit free of legislative, executive, and administrative control of the sponsoring body.
The local sponsors exert their local control through the appointment of a board of trustees and approval of the annual community college budget.

 2) Commonwealth of Pennsylvania:
  • Creates and administers Public School Code/Regulations
  • Creates and administers Policies/Procedures
C. Community college funding sources:
  o Student tuition and fees
  o Commonwealth appropriation (operating expenses and capital)

- o   Local sponsor appropriation
- o   Other public and private funding sources which have been researched and contacted by SVCEP determined to be potential partners:
  - o   Redevelopment Assistance Capital Projects (was under a potential RACP, now working on a renewal)
  - o   United States Dept. of Agriculture (will match with private funds and RACP)
  - o   Dept. of Community and Economic Development (applications have been submitted)
  - o   The Stabler Foundation (applications have been submitted)
  - o   First Community Foundation Partnership (Raise the Region 4 year participant)
  - o   The Degenstein Foundation (Awarded $15k toward gap analysis and then nursing program)
  - o   Community Giving Foundation (Awarded $20k for Nursing Program)
  - o   Endowment funding (partner organizations are being researched)
  - o   State and Federal Dept. of Health & Human Services
  - o   Department of Labor
  - o   among many other possible sources

figure 4

COMMUNITY COLLEGE REVENUES BY SOURCE (2019-20)[9]

Source	Amount	Percent
Tuition	$16,632,273,397	25.1%
Federal	$8,622,549,014	13.0%
State	$22,355,501,919	33.8%
Local	$13,924,330,204	21.0%
Other	$4,681,368,316	7.1%
Total	$66,216,022,850	100%
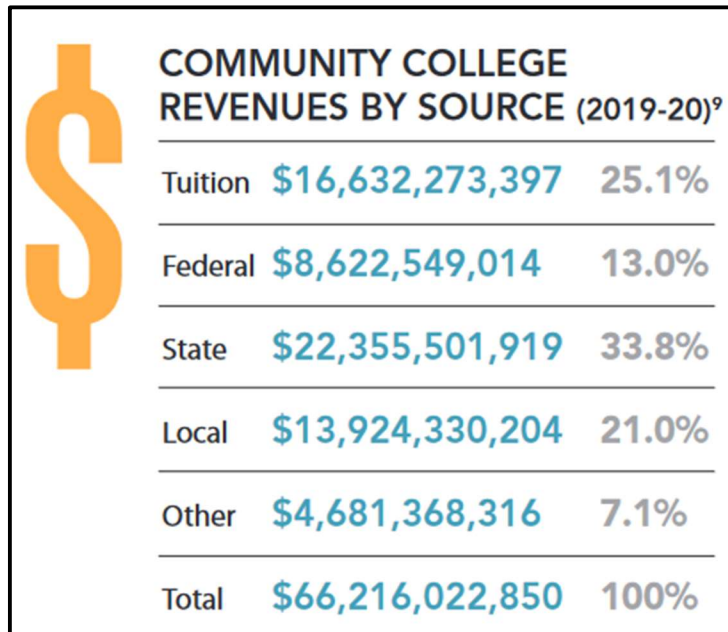
Source: American Association of Community Colleges
NCES (2022). IPEDS 2019-20 Finance Survey Files [AACC analysis]

Process to Establish a Community College

The steps to fully establish a new community college in Pennsylvania are summarized below:

1) Development of a community college <u>business plan</u> to include:
    a. Feasibility study:
        i. description of area
        ii. education/training needs
        iii. surveys of the population
    b. Proposed Structure/Organization:
        i. anticipated degrees and programs to be offered
        ii. expected enrollment
    c. Financing plan:
        i. anticipated revenue and expenses

2) <u>Local sponsor</u> resolutions:
    a. statement of sponsorship
    b. approval of the community college plan with intent to submit to the state board
    c. Review of Application by PDE

3) <u>Submission of application</u> including the above to the State Board of Education for review and approval. The statute requires the Board determine three things for the plan to be approved:

    a. The local area has sufficient population to assure a sustained minimum enrollment
    b. The local sponsor has sufficient wealth to financially support the college
    c. The local area is not adequately served by postsecondary education

4) Upon <u>approval</u> by the State Board of Education:
    a. Local sponsor has 60 days to appoint a Board of Trustees for the Community College.
        i. The community college is officially established when the Board of Trustees is appointed.
    b. The newly appointed Board of Trustees will develop a 120-day 'final plan for the community college':
        i. detailing final policies & procedures
        ii. degree programs and curricula
    c. During the start-up period, the State considers all expenses of the college to be capital, therefore, the State shares the start-up costs 50/50 with the Local Sponsor.

"This is an unprecedented opportunity to secure a key component of a thriving 21st century economy." **Milton Area School District Board of Directors**

Susquehanna Valley Community College Current Status

A significant amount of progress has been completed in the required process, as detailed below:

1) Development of a community college <u>business plan</u> to include: COMPLETE
   - ✔ Feasibility study:
     - ☑ description of area
     - ☑ education/training needs
     - ☑ surveys of the population
   - ✔ Proposed Structure/Organization:
     - ☑ anticipated degrees and programs to be offered
     - ☑ expected enrollment
     - ☑ financing plan
     - ☑ anticipated revenue and expenses
   - ✔ Accreditation Partnership confirmed with Marywood University: allows transfer of credits toward 4-year degree programs until SVCC gains independent accreditation
   - ✔ Terms of Empower Partnership agreement with Northumberland County Career & Technology Center (NCCTC)

2) <u>Local sponsor</u> resolutions: IN PROGRESS
   - ➢ Currently, efforts are underway to gain support from the County Commissioners from Northumberland, Union, Montour, and Snyder counties
     - ✓ Obtain local public support (petitions)
     - ✓ Community letters of support have been obtained from a number of area business leaders and major employers in the area.
     - ✓ Obtain verbal support and pledges from local businesses and foundations to show commitment and encourage county leaders to move forward on the project.
     - ☐ Updated gap analysis
   a. Statement of sponsorship
   b. Approval of the community college plan with intent to submit to the state board
   c. Review of Application by PDE

3) <u>Submission of application</u> including the above to the State Board of Education for review and approval. This application will be completed by a subject matter expert. The statute requires the Board determine three things for the plan to be approved:

   a. The local area has sufficient population to assure a sustained minimum enrollment
   b. The local sponsor has sufficient wealth to financially support the college
   c. The local area is not adequately served by postsecondary education
   - ☑ *These requirements have been proven by the primary research.*

4) Upon <u>approval</u> by the State Board of Education: IN PROGRESS
   a. Local sponsor has 60 days to appoint a Board of Trustees for the Community College.
      i. The community college is officially established when the Board of Trustees is appointed.
   b. The Board of Trustees will develop a 120-day 'final plan for the community college':
      - ➢ detailing final policies & procedures
      - ➢ degree programs and curricula

c. During the start-up period, the State considers all expenses of the college to be capital, therefore, the State shares the start-up costs 50/50 with the Local Sponsor.

Susquehanna Valley Community College

The development of the *Susquehanna Valley Community College (SVCC) is fueled by an overwhelming need for real, achievable pathways to a better life through education and training for area residents. It will provide a skilled workforce for area companies struggling to fill high demand and higher paying jobs. Providing these pathways and opportunities in partnership with the community as a whole will work to create sustainable, life changing, regionally sustainable economic development throughout Northumberland, Union, Montour, and Snyder counties, lifting neighborhoods and working to effectively break generational social challenges. *(the community college name is not yet finalized)*

Mission Statement

Susquehanna Valley Community College enriches our service region through delivery of affordable and accessible quality education that is learner centered and aligned with business needs.

Vision Statement

The Community College creates empowering education pathways for learners, families, and businesses that promote regional economic sustainability and community development.

Helping Students

► Receive the most affordable post-secondary education in the region, with annual tuition and fees projected at **$7,000,** which is often covered by the Federal Pell grant.

► Get training that is directly aligned to the needs of local employers and not offered at four-year colleges.

► Stay in the Valley to get an education, instead of moving out of town for affordable college offerings. **94%** of community college graduates stay in their local area.

Supporting Employers

► Meet staffing needs noted in surveys of local Chamber of Commerce members and by top employers such as Evangelical Hospital, Geisinger Health System, Susquehanna University, and area manufacturers – all of whom expressed public support for the college.

► Address the **7,800** high priority job vacancies reported by Advance Central PA *every year*.

► Grow public-private workforce development efforts.

Improving Our Community

► Put the Valley on equal footing with the 15 other Pennsylvania regions that benefit from existing community colleges.

► Help strengthen the Susquehanna Valley's competitive edge for attracting and retaining new businesses.

► Support career transitions for adults. The average age of a community college student is 28.

► Build greater prosperity and stability for all the region's residents.

College Environment

Maintain a welcoming, safe, accessible environment that fosters integrity and lifelong education through flexible learning opportunities.

Partnerships

Nurture relationships with public and private PK – 12, universities, private license schools, business and industry, foundations, economic development organizations, workforce development boards, and councils of governments, to design a cohesive education strategy.

Fiscal Stewardship

Continuous stable financial planning, pursue additional and innovative funding stream resources.

Communication and Transparency

Provide relevant and timely information to stakeholders.

Workforce Preparedness

Achieve recognition as a premier college of choice for preparing ready employees by delivering high quality training programs.

Employee Development

Provide opportunities for employee growth that promotes achievement and a healthy organizational culture.

Continuous Improvement

Ongoing assessment and improvement of programs, services, technology, and facilities through institutional research.

☑ Affordability for Our Families
☑ Accessibility for Our Students
☑ Adaptability to Our Employers
☑ Accountability to Our Taxpayers

Location

The Susquehanna Valley Community College (SVCC) service region is designated by the star within the vacant area of the "T" as seen in Figure 3 below. Locations will be in sponsoring counties and will utilize existing structures including libraries, schools, community centers, and repurposed buildings.

SVCC will use a proven **Distributed Model** with multiple locations: One for general education courses and multiple others for technical programs launched with partners across the counties. The goal is to create broad access for students while working with local partners such as career and technical centers, employers and other existing educational institutions and nonprofits to prevent duplication of assets. This institution will complement rather than compete with existing institutions.

Specific locations within population centers of each county will have classrooms with broadband access for online course delivery, as well as, in person adult education skills and trades programs.

Sites will be within 30-minute drive times for all area residents. Classes will be delivered in person at specific locations while synchronously online and archived for student access and reference.

figure 5

SVCC Location in PA Community College Void
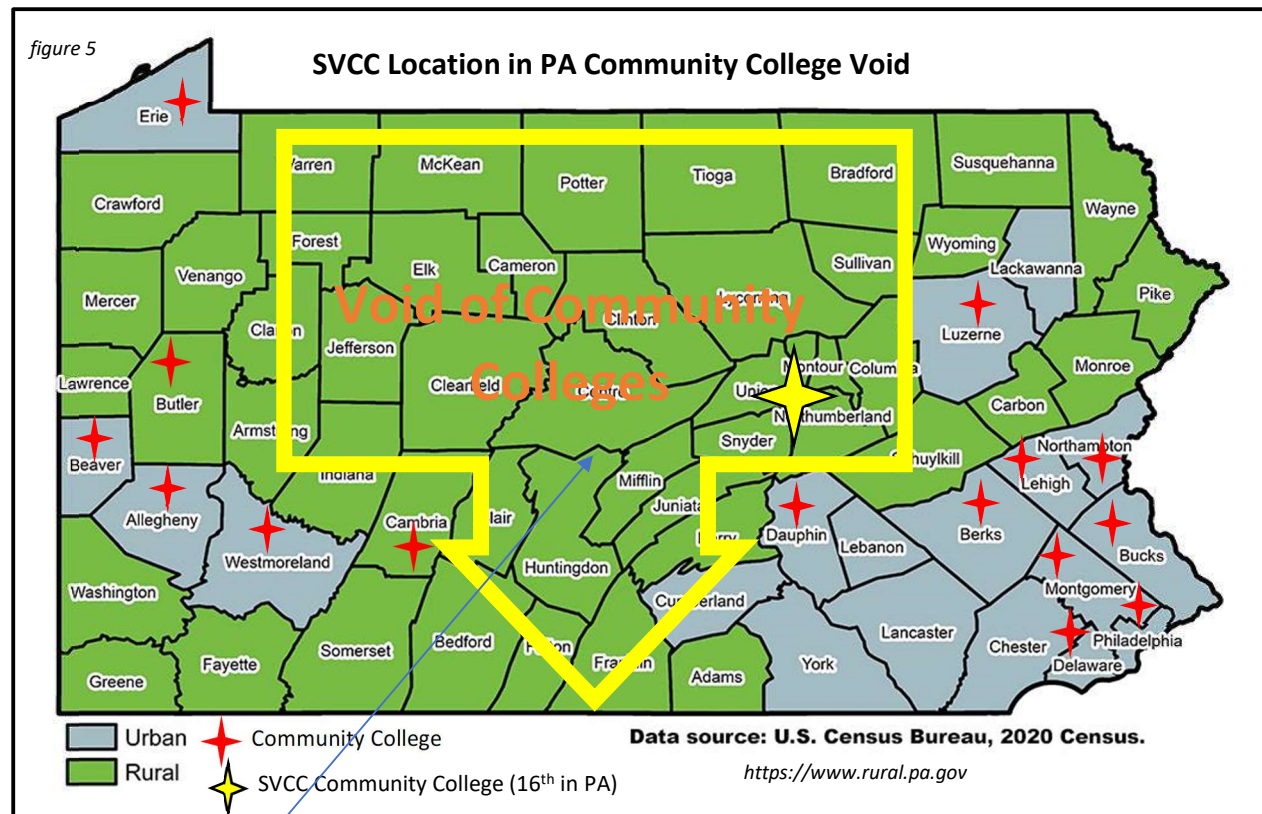
The Susquehanna Valley Community College will begin to provide "an oasis in the community college desert" within rural central Pennsylvania.

The Need and the Solution

Historically, the Central Susquehanna Valley region, specifically the four-county region of Northumberland, Union, Snyder, and Montour, has struggled economically. The graphic below summarizes the major problems found in this region and the solutions a community college created to respond to these specific needs will provide.

figure 6

Area Problems & SVCC Solutions

FAMILIES STRUGGLING FOR ACCESS TO HIGHER EDUCATION

High Tuition Rates & High Student Debt

Few or no options for low- to-moderate income families

Prohibitive distances for working students

Need for work-friendly programs

Credits that don't transfer

Young people leave and don't come back

SHORTAGE OF SKILLED WORKFORCE
Qualified employees often must be brought in from *outside* the Valley.

UNEMPLOYMENT
High non-participation rates in the Valley vary by county.

RESILIENCE THROUGH COMMUNITY COLLEGE SOLUTIONS
Regional delivery plan based on incremental growth
*2015: PA community colleges trained 18,320 people for local jobs
Training customized for individual businesses - Job Certificates
Most affordable tuition - Transferable credits - Stackable credits
Revitalize local economies - 2nd chances for those without hope
Guided pathways to degrees - High completion rates - Links to jobs
Online campus - Local & mobile classes - Cutting edge, quality programs
Most community college students stay in region after graduation

LACK OF COMPREHENSIVE & REGIONAL JOBS PLAN
Valley industries operate across county lines—yet job solutions are often narrowly focused and county-based.

CAREER DEVELOPMENT
Fewer employers can afford to pay for employee development and assume liability insurance.

LOW PAYING JOBS
*Average earnings of people with a high school diploma is $31,200 per year—which is $10,700 less than someone with an Associate's Degree.

HOPELESSNESS
Loss of industries/mfg.

Displaced workers

Under & unemployed

Dead-end jobs

Low pay jobs-no benefits

Crippling tuition prices

Urban blight

Recovery

Re-Entry

*Source: American Association of Community Colleges

Additionally, according to state-level data from the PA Center for Workforce Information and Analysis 2022, the four-county region of the Central Susquehanna Valley has at least 7,800 high-priority job openings annually. In essence, every year there are nearly 8,000 local jobs that employers cannot fill.

Currently, the nearest full-service community colleges are located over an hour away, in Harrisburg and Nanticoke. Unfortunately, local satellite locations lack the depth and offering to address the area's greatest needs, leaving the Central Susquehanna Valley region struggling with a consistent, significant skills gap.

*Nationally, community colleges are the number one driver of workforce development, partnering with employers to create targeted training programs to help bridge the skills gap, and to place graduates directly into in-demand careers. Community colleges are so critical to technical and career training that one of the first questions businesses ask when considering a new location is, "Is there a community college in the area?"

Community colleges are the only form of higher education that combines affordability, open access, and flexibility with full-service, in-person classes. Having an area regional community college will enable residents to:

- pursue a degree
- gain needed skills to advance in their career
- acquire a better-paying job in a new industry without leaving their current job in the process
- eliminate long, expensive commutes
- build a better life while remaining in the local area

EMPLOYMENT STATUS (2015-16)[5]

62% OF ALL FULL-TIME STUDENTS AT COMMUNITY COLLEGES WORK (21% full-time, 41% part-time)

72% OF ALL PART-TIME STUDENTS AT COMMUNITY COLLEGES WORK (38% full-time, 34% part-time)
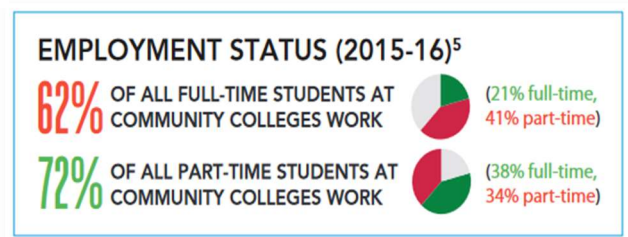
figure 7   *Source: American Association of Community Colleges

*Dramatically reducing 'brain drain', 94% percent of community college graduates stay in their local area after graduation, adding the value of their education, skills, and training to the local economy. By making it possible for individuals to pursue their educational and career goals where they currently live, the Susquehanna Valley Community College will lift up the entire region.

DEGREES AND CERTIFICATES AWARDED
(2019-2020)[8]

ASSOCIATE DEGREES
865,504

CERTIFICATES
599,397

BACCALAUREATE DEGREES
21,348
Bachelor's degrees awarded by 145 public and 46 independent colleges.[1,8]

figure 8   *Source: American Association of Community Colleges

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Products and Services

In response to the needs of the communities and employers across Northumberland, Union, Montour and Snyder counties, the Susquehanna Valley Community College will offer a custom designed curriculum. This will continue to evolve based on input from all stakeholders, updated gap analyses, and high priority occupation vacancies.

Credit Degrees & Certificates

With a complete articulation agreement in place with Marywood University, students will receive Middle States Commission for Higher Education approved credit. This allows for the transfer of credits for students wishing to continue on with a four-year degree.

Associate Degrees

Associate Degrees and Applied Associate Degrees will consist of a series of relevant credit classes to prepare the student for immediate employment in the chosen field. Each degree can be completed in 4 semesters if a full-time schedule is chosen, or over a longer period for part-time students. Each associate degree requires an average of 60 credits to complete.

Industry Specific Certifications

Quality Industry Specific Certifications in many disciplines can be obtained in shorter timeframes from 5 weeks to 18-month programs for an accessible and affordable fast track to higher paying careers. Many of these programs will include hands on experience offered on-site in partnership with area organizations and employers. Students will earn a certificate showing mastery of skill, subject matter, and job preparedness.

Certificate Programs

Certificate programs are a fast, affordable, and practical way to learn strategic skills from industry experts. Whether preparing for a new job, seeking to get ahead at the current employer or interested in exploring a new career, these programs can lead to professional advancement and growth, pave the way for a career change, and provide an opportunity to learn new and in-demand skills. Certificate programs can be completed in a short time frame, typically a few weeks or a few months.

Lifelong Learning, Classes & Training

Lifelong learning and personal enrichment classes will be offered to provide opportunities for all ages and skill levels to expand knowledge and skills. Classes will be offered throughout the year at a variety of sites, with new classes added on a rotating basis.

Student Services

In dedication and commitment to the success of all, the Susquehanna Valley Community College will offer the following services to properly equip students and alumni with the guidance and tools to thrive in school, in their careers, and in life.

Counseling, Advising, & Support

Comprehensive counseling, advising, and support services will be offered by qualified personnel to foster the intellectual, emotional, social, and cultural development of students. Focus will be given to providing help in choosing a major, exploring careers, navigating the job search process, preparing for work, and managing a school/work/life balance.

Services will include career, academic, and personal counseling. They will be free to all students, with strict confidentiality and referral partnerships with specialized community organizations when needed.

- **Guided Pathways Program** will provide Career Navigators for all students to assist in choosing a major or certificate program, exploring career possibilities, and preparing for job search, interviewing, and job on-boarding.

  o **Choices 360** is a self-paced, on-line career guidance system and education planning tool. It enables self-assessment of career relevant personal qualities and career fields/areas of study that are most compatible with assessment results. Students and alumni who use Choices 360 make better decisions about their goals and plans, learning how to self-manage their careers.

  o **New Chapters Program** will provide career decision-making help for displaced homemakers, single parents, dislocated workers, and single pregnant women.

- **'Back on Track' Support Services** , in collaboration with area human service organizations, will focus on providing learning and academic support for those students recovering from mental health, substance abuse, food and housing insecurity issues, or re-entry from incarceration.

  o **On-line mental health screenings** - Fast, anonymous, on-line mental health screenings will be available to those students who suspect they may be struggling with anxiety, depression, bipolar disorder, substance addiction, eating disorders, PTSD, or psychosis. The screenings are not intended to provide diagnoses but can help identify signs for referral to a professional.

- o **THRIVE** is an alliance of students, staff, and faculty who are committed to promoting mental wellness, organizing suicide prevention activities, and de-stigmatizing mental illness.

- **Stepping Stones Program** will provide a pathway to bridge the gap for those prospective students who require help in working on basic building blocks for preparing to enter a community college, such as reading, writing and math skills, as well as a GED program.

- **KEYS Program (Keystone Education Yields Success)** - a program run by PA Department of Human Services to help recipients of TANF (Temporary Assistance for Needy Families) and SNAP (Supplemental Nutritional Assistance Program) attend, succeed and complete community college. The primary goal of KEYS is to provide the services and support necessary to assist students in completing educational activities that lead to employment and self-sufficiency.

The Learning Center

The Learning Center will be a welcoming and inclusive environment where students are empowered to become independent learners through individualized academic support, tutoring, and personalized academic coaching.

Disability Services

SVCC is committed to enabling academically qualified students with disabilities to maximize their educational opportunities and to participate in programs and activities.

Services and accommodations will be offered to facilitate access to college programs and facilities in accordance with all applicable laws, including the Americans with Disabilities Amendments Act (ADA) and Section 504 of the Rehabilitation Act of 1973.

Reasonable and appropriate accommodations will be provided to students with disabilities, determined on an individual case by case basis through an interactive meeting, appropriate documentation, and the determined impact of a particular disability in the academic environment. These accommodations can include but are not limited to:

- Assistive Technology
- Textbooks in Alternate Format
- Note-taking assistance
- Recording Lectures
- Test Accommodations
- Sign Language Interpreters
- Specialized Academic Advisement

IT Help Desk

The Information Technology Services Help Desk will provide support for:

- All Hardware and Software Across Computer Labs and Offices
- SVCC Email
- Learning Management System (LMS)
- System Logins
- Online Instructional Tools
- Security Best Practices

Student Technology Availability & Requirements

Availability: SVCC Computer Labs will be located at easily accessible locations throughout the region. Each will include:

- desktop and laptop computers with webcams
- access to printing – B&W and Color
- secure internet access and wireless printing access for students using their own devices

Requirements by class type:
All course types may include assignments that require access to a computer equipped with a camera and microphone*.*

Online & Hybrid Courses - require students to regularly complete work on the LMS website and potentially other internet-based tools.

Blended Courses - require online live meetings via video conferencing tools.

In-Person Courses - may utilize LMS and/or e-textbook materials.

Technology Requirements & Options

- Local students can opt to utilize an SVCC computer lab to meet class requirements.
- If a student prefers not to utilize an SVCC Computer Lab, they must have the following technology requirements:

    1) Reliable access to a standard computer (PC with Windows or Mac) or Chromebook equipped with a camera and microphone.

2) Reliable access to strong internet connection. High speed broadband internet access (LAN, Cable or DSL) is highly recommended.

Childcare

Upon full launch, SVCC will provide childcare options for children 6 weeks through preschool, staffed by qualified teachers and licensed by the Department of Human Services (DHS). Full and part time care and education will be offered on a semester, academic year, or full year basis to children of SVCC students, staff, and the community.

Liability Insurance

SVCC retains liability insurance for on-site training programs, benefitting both students and industry partners.

Financial Aid Assistance, Tuition & Fees

Financial Aid

The SVCC Financial Aid Office will help students pursue all available forms of financial assistance to bridge the gap between the cost of college and their available resources such as:

- State and Federal Grants
- Scholarships
- Work Study
- Federal and Alternative Loans
- Veterans' Educational Benefits
- External programs
- Employer sponsored scholarships, training, and tuition reimbursement
- PA Student Aid Guide from PHEAA (Pennsylvania Higher Education Assistance Agency)

> ***Similar rural PA community colleges realize <u>more than 60%</u> of students graduating debt free*** *through qualification and use of available financial aid resources.*
> *(Source: www.bc3.edu/paying)*

Tuition and Fees

SVCC will provide quality, flexible, relevant education options for a fraction of the cost of other alternatives. Direct tuition comparisons are covered later in this document under 'Analysis of Area Alternatives'.

SVCC Anticipated Tuition & Fees
- $292 per credit – Sponsoring County Residents, In-person
- $328 per credit – Sponsoring County Residents, Online/Hybrid
- $399 per credit – Out-of-County Residents, In-person
- $415 per credit – Out-of-County Residents, Online/Hybrid
- $448 per credit – Out-of-State Residents

Paying for college and staying debt free

Below is a probable example of how a student can earn an Associate Degree at SVCC and graduate debt free by utilizing available financial aid and careful planning *(showing anticipated one-year costs and grants)*:

table 2

Associate Degree: Graduating Debt Free		
	Sponsoring County Residents	Out of County Residents
SVCC Tuition & Fees*	$7,000	$9,600
Federal Pell Grant *(Yearly possible maximum)*	$6,895	$6,895
PHEAA State Grant *(Yearly possible maximum)*	$3,059	$3,059
Annual student debt	$0	$0

*Costs reflect tuition and fees only / Based on 12 credits per semester/ In-person format

As seen in the above table, a student residing in a sponsoring county can remain debt free even if qualifying for *only a fraction* of the maximum allowance of both Federal Pell and PHEAA State Grants.

GOOD NEWS: Legislation is currently being considered to allow students to use Federal Pell Grants to also pay for short-term Certificate Programs.

Federal Pell Grants Overview

(Source: US News & World Report, November 16, 2022: 'Everything You Need to Know About the Pell Grant')

Created in 1972, the Pell Grant is the largest grant program offered by the Department of Education to undergraduate students. It is a form of need-based federal financial aid awarded by the U.S. Department of Education to help eligible low-income students pay for college costs including tuition, fees, room and board, and other educational expenses. Unlike some other grants and scholarships, it is not a 'first come first served' scenario as funding for the Pell Grant does not run out over the course of a year.

The Pell Grant does not need to be repaid, with a few exceptions if students withdraw from courses or enrollment after the money has been disbursed. Students may lose Pell Grant eligibility if they withdraw from courses, do not maintain enrollment status or fail to continue making academic progress, which can include GPA requirements set by individual institutions.

To apply, students must complete and submit the FAFSA (Free Application for Federal Student Aid) with information including income and number of children enrolled in college. This is used to generate a number known as the student's expected family contribution (EFC), which, along with enrollment status, cost of tuition & fees, and full or part-time attendance determines eligibility and amount of the Pell Grant.

The maximum Pell Grant award for 2022-2023 is $6,895 and the minimum is $692. A student can have a maximum annual Expected Family Contribution of $6,206 and still qualify for a Pell Grant. If a student qualifies for other forms of financial aid as well, it will not affect their Pell Grant eligibility or amount.

As seen in table 1 above, Pell Grants can be very impactful, covering most or all of the cost of attendance for low-income students attending affordable community colleges. This is especially true when combined with other available forms of financial aid.

PHEAA Grants Overview

(Source: www.PHEAA.org)

The Pennsylvania Higher Education Assistance Agency (PHEAA) State Grant Program is a financial assistance program that provides funding to eligible Pennsylvanians and helps them afford the costs of higher education at the undergraduate level.

Created in 1963, the PHEAA has evolved into one of the nation's leading student aid organizations providing student financial aid and services to millions of students and thousands of schools. PHEAA's earnings are used to support its public service mission and to pay its operating costs, including administration of the PA State Grant and other state-funded student aid programs. PHEAA continues to devote its energy, resources, and imagination to developing innovative ways to ease the financial burden of higher education for students, families, schools, and taxpayers.

The PHEAA PA State Grant Program also uses the FAFSA, along with PA State Grant policies, and the PHEAA Board approved formula to determine student eligibility and amount. The Commonwealth of PA appropriates funding for PA State Grant awards through its annual budget process.

The formula used to determine award amounts, which are calculated every academic year, considers three primary factors:

1) The funding provided for distributing awards
2) The number of applicants for PA State Grants
3) The financial need of the families of those applicants

Most students who qualify for a PA State Grant will also qualify the next year. However, the amount of the award can vary each year, depending on the three factors listed.

Other Financial Aid

In addition to other public and private grants and scholarships from a number of sources, other forms of available financial aid include the federal work-study program and student loans.

1) **The Federal Work-Study Program (FWS)** funds part-time employment for undergraduate and graduate students with financial need, allowing them to earn money to help pay postsecondary education expenses. The program encourages community service work and work related to the student's course of study. The total award depends on when the student applies, the level of need, and the funding level of the school.

   In order to qualify for this benefit program, you must be a student pursuing a postsecondary educational degree or certificate. Hourly wages must not be less than the federal minimum wage. Students may be employed by the institution itself; a federal, state, or local public agency; a private nonprofit organization; or a private for-profit organization. *(Source: www.benefits.gov/benefit.596)*

2) A **student loan** is money borrowed from the federal government or a private organization to pay for college expense and must be repaid with interest. Different types of student loans offer varying interest rates and repayment terms and benefits. In addition to commercial and private student loans which are funded by banks, credit unions and other types of lenders, the most common student loans are those owned by the federal government.

Pennsylvania Community College Students: Financial Aid

More than 70,000 credit students received financial aid in 2020-21

PA State Grant Awards: 18,665 awards totaling $22.7M in 2020-21

PA community college students received over $444.5M in financial aid awards in FY 2017-18

Pell Grants: 56,010 recipients received $189.6M in 2017-18

In 2017-18, the average Pennsylvania community college Pell recipient received $3,174 in aid

Who Qualifies to Receive Financial Aid?

45% of all credit students

71% of full-time credit students

41% of part-time students *(2018 data)*

Where do they come from?

65% from households earning below PA median

50% earn less than $30,000 per year *(2018 data)*

$ Value in Community Colleges $

In Pennsylvania, the average college student loan debt is $39,375, the third highest in the country.
(Source: Institute for College Access & Success, November 2021)

In Pennsylvania, the average community college student loan debt is $13,000.
(Source: Community College Review)

Many students attending a Pennsylvania Community College graduate debt-free!

For Example: 60% of Butler County Community College recent graduates are debt free

Nationwide Market

The following is a comprehensive overview of the **national** community college market as provided by the *American Association of Community Colleges (AACC) Fast Facts Profile*. As shown, the demographic make-up of the nationwide community college student marketplace reinforces the opportunity and chosen target market segments for the Susquehanna Valley Community College.

figure 10.1
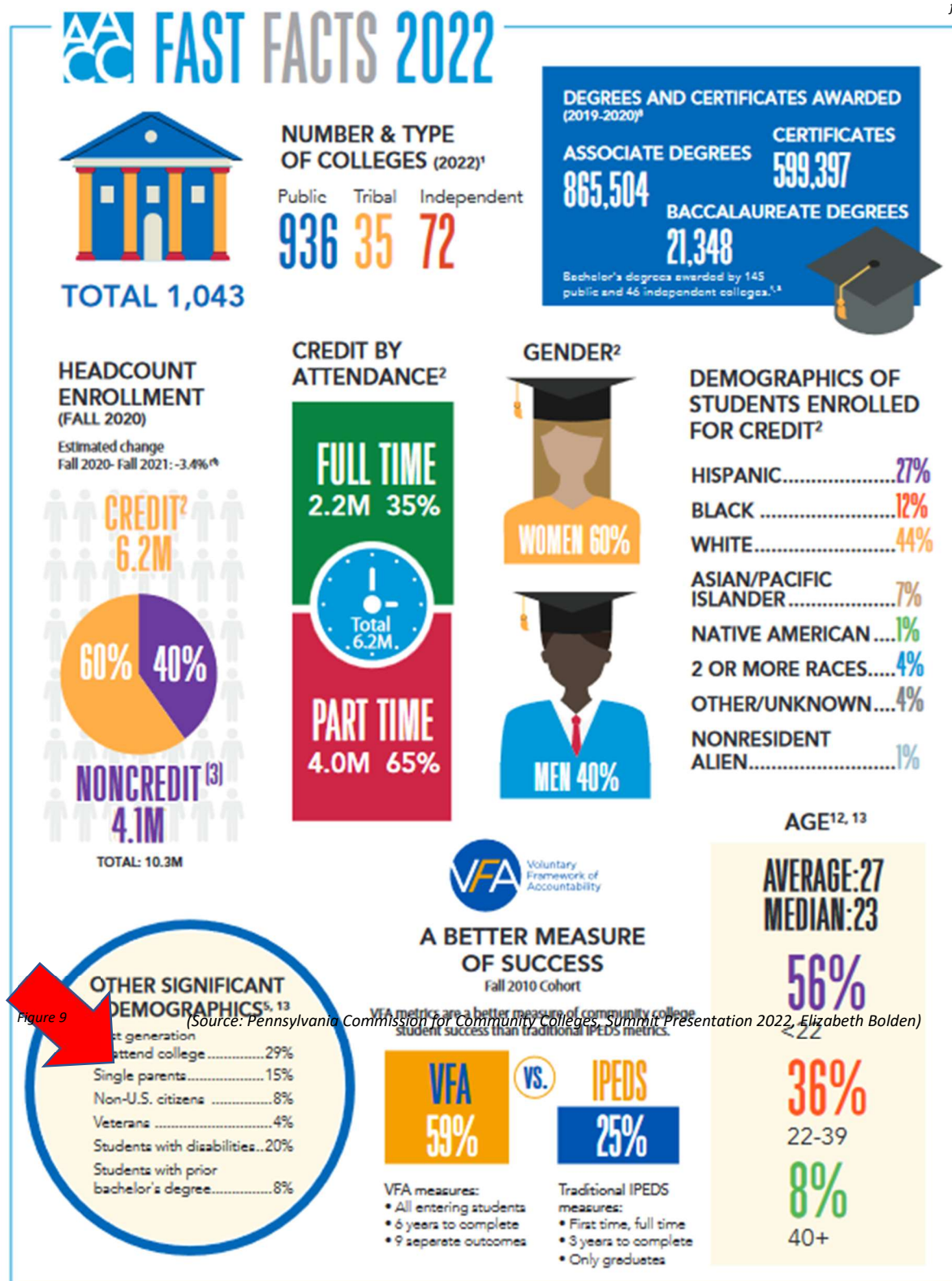
Figure 9   *(Source: Pennsylvania Commission for Community Colleges, Summit Presentation 2022, Elizabeth Bolden)*

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figure 10.2

AVERAGE ANNUAL TUITION AND FEES (2021-2022)[7]

$3,800 Community Colleges (public, in district)

$10,740 4-Year Colleges (public, in state)

28% PUBLIC COMMUNITY COLLEGES WITH ON-CAMPUS HOUSING[10]

REPRESENTATION OF COMMUNITY COLLEGE STUDENTS AMONG UNDERGRADUATES (FALL 2020)[2]

- **39%** All U.S. undergraduate
- **36%** First-time freshmen
- **53%** Native American
- **50%** Hispanic
- **40%** Black
- **36%** Asian/Pacific Islander

MEDIAN EARNING OF FULL-TIME EMPLOYEES BY EDUCATIONAL ATTAINMENT[11] (2020)

- Less than High School Diploma **$27,040**
- High School **$40,612**
- Associate Degree **$48,776**
- Bachelor's Degree **$67,860**

% OF FEDERAL AID RECEIVED BY COMMUNITY COLLEGES (2021-2022)[6]

- **33%** Pell Grants
- **17%** Federal Work Study
- **24%** Federal Supplemental Educational Opportunity Grants (FSEOG)
- **11%** Subsidized Federal Loans
- **5%** Unsubsidized Federal Loans

COMMUNITY COLLEGE REVENUES BY SOURCE (2019-20)[9]

Tuition	$16,632,273,397	25.1%
Federal	$8,622,549,014	13.0%
State	$22,355,501,919	33.8%
Local	$13,924,330,204	21.0%
Other	$4,681,368,316	7.1%
Total	$66,216,022,850	100%

EMPLOYMENT STATUS (2015-16)[5]

62% OF ALL FULL-TIME STUDENTS AT COMMUNITY COLLEGES WORK (21% full-time, 41% part-time)

72% OF ALL PART-TIME STUDENTS AT COMMUNITY COLLEGES WORK (38% full-time, 34% part-time)

STUDENT FINANCIAL AID (2017-2018)[5]
% OF STUDENTS RECEIVING:
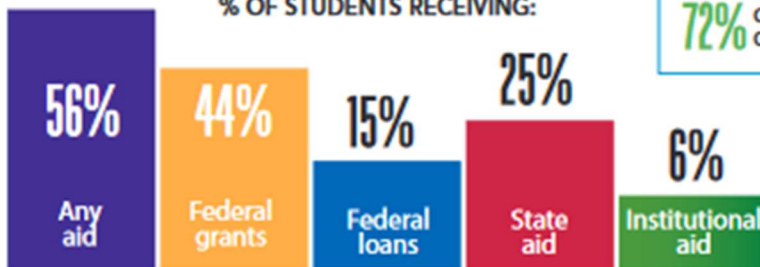
- **56%** Any aid
- **44%** Federal grants
- **15%** Federal loans
- **25%** State aid
- **6%** Institutional aid

% OF STUDENTS APPLYING (2017-2018)[5]

Any aid 65%
Federal aid 60%

SOURCE:
[1] AACC membership database, January 2022.
[2] NCES (2022). IPEDS Fall 2020 Enrollment Survey [AACC analysis].
[3] AACC membership database, 2022 [AACC analysis] & Jacoby, T.; The Indispensible Institution: Taking the Measure of Communitiy College Workforce Education; 2021
[4] NSC (2022). Estimates provided on NSC (2021) Term Enrollment Estimates Fall 2021.
[5] NCES (2018). 2015-16 National Postsecondary Student Aid Study (NPSAS:16) [AACC analysis].
[6] College Board (2021). Trends in Student Aid: 2021.
[7] College Board (2021). Trends in College Pricing: 2021.
[8] NCES (2022). IPEDS 2020 IPEDS Completions Survey [AACC analysis].
[9] NCES (2022). IPEDS 2019-20 Finance Survey Files [AACC analysis].
[10] NCES (2022). IPEDS 2021 Institutional Characteristics Survey
[11] Bureau of Labor Statistics (2020). Median Weekly Earnings by Educational Attainment annualized.
[12] NCES (2021). IPEDS Fall 2019 Enrollment by age Survey [AACC analysis].
[13] NCES (2022). 2017-18 National Postsecondary Student Aid Study Administrative Collection (NPSAS:18 AC) [AACC analysis].

AACC
AMERICAN ASSOCIATION OF COMMUNITY COLLEGES
LEAD ADVOCATE *ADVANCE*

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www.aacc.nche.edu

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Pennsylvania Market

Below is a comprehensive overview of the **Pennsylvania** community college market as provided by the *Pennsylvania Commission for Community Colleges,* and as presented at the 2022 Community College Summit by CEO Elizabeth Bolden. The PA statewide demographic profiles and statistics of the existing 15 successful community colleges further validate the feasibility and projected success of the Susquehanna Valley Community College.

**Pennsylvania Community College
Student Demographics (2021)**

- 63% Female
- 37% Male

- Average Age: 25

- 69% Part-Time
- 31% Full-Time

- 60% of Credits Earned are Online
- 42% Minorities
- 4,000+ Veterans

236,000+ students enrolled in 2022
An average of $20k per student saved by attending/starting at a community college

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Areas of Study

According to 2021 information

- 40% STEM-H Programs (Science, Technology, Engineering, Math, Health Sciences)
- 76% are aligned with high priority occupations

Onward & Upward (2021)

- 31,000+ transfer every year to complete a 4-year program

Laying the Foundation for Success (2021)

- 18,000+ students dual enroll to begin while still in high school

Degrees & Certificates Awarded

- 16,403 total awards (all types) in 2020-21

- 40% awarded in STEM-H Programs (Science, Technology, Engineering, Math, Health Sciences)

- 13,264 Associate Degrees awarded 2020-21

- 1,700 Associate Degrees in Nursing 2017-2018

  - NCLEX (National Council Licensure Examination) - Determines if it's safe for the student to begin practice as an entry-level nurse by testing application, analysis, and critical thinking skills to make nursing judgements.
  - NCLEX first time pass rates
    - PA Community Colleges pass rates: 91%
    - Nationwide pass rates: 88%

Statewide Economic Impact (2016-2017)

- The 15 PA Community Colleges employ 25,000+ statewide adding $679M to the state's economy

- Students and alumni contributed $13.6B in additional income FY 2016-2017

- $1.6B Net Present Value (NPV) of tax revenues of students

- Saves PA taxpayers millions of dollars every year through reduced demand on government funded services

- 1420 Employer Partners for workforce training

(Source: Pennsylvania Commission for Community Colleges, Summit Presentation 2022, Elizabeth Bolden)

Target Market

The Susquehanna Valley Community College will be a regional community college that uplifts the community, meeting the needs of local employers, and offering quality options to first generation college students and the mid-career unemployed, among other key target segments by isolating the current and potential needs for the development of the region, creating educational opportunities in key segments, and educating individuals to gainful employment through guided pathways. **Key target market**: Anyone in the central Susquehanna Valley region of Northumberland, Union, Montour, and Snyder Counties looking for accessible, quality, affordable education and training options to better themselves and build a brighter future.

figure 11.1

Key target market

Anyone in the central Susquehanna Valley region of Northumberland, Union, Montour, and Snyder Counties looking for accessible, quality, affordable education and training options to better themselves and build a brighter future.

Key target segments

Within this target market, SVCC has identified a number of key segments, both traditional and non-traditional, with strong potential for enrollment and successful completion of an associate degree, certificate, or training program.

Within the target market, SVCC has identified a number of key segments, **both traditional and non-traditional**, with strong potential for enrollment and successful completion of an associate degree, certificate, or training program.

figure 11.2

High school students
Dual enrollment head start - Affordable options close to home

Recent high school graduates
Fast, affordable pathways to a good job/career

First generation college students
Guidance for achievable options and success

Low-middle income families
Feasible options for parents and children to create a better future

Low-middle income persons
Support and assistance to succeed

Single parents
Flexible, affordable programs and training for a higher paying job/career

Key target market

Area residents looking for accessible, quality, affordable education & training options to better themselves and build a brighter future.

Veterans
Support, guidance, and options for next steps

Unemployed / Displaced / Under-employed
Flexible, affordable programs and training for higher paying, in-demand jobs/career

55+ and older adults
Retraining to stay in workforce longer, extend/change careers, develop side gigs

Physically challenged & Qualified special needs adults
Feasible options for training and higher education - Affordable, accessible, close to home

Recovering addicts & Re-entry Individuals
Support, guidance, and direction for life-changing success

Immigrants & High school dropouts
English as a second language options (ESL) – GED preparation and testing

Area Employers
Custom training programs to upskill/reskill current workforce, replace retiring workers, prepare new employees

Traditional vs Non-traditional Students

The SVCC key target market and key target segments consist of both traditional, as well as many non-traditional students. Although these terms are widely used, they merit a more detailed discussion around definition, needs, and requirements to successfully service these markets.

Traditional Student – A traditional student is generally considered a 'typical' college student between 18 to 24 years old who began college full-time immediately after graduating high school. Although they may have a part-time job, they devote most of their time to classes and school related activities.

Non-traditional Student – Generally, a non-traditional student is anyone who falls outside of the traditional student profile. This includes anyone who attends college in a format or time frame that differs from 'a typical college student'. A number of things can set the non-traditional student apart, but they are usually over 24 years old and have multiple years of work experience (including stay-at-home parenting) prior to starting college.   They usually have more responsibilities than traditional students, including full-time work, family, and other life commitments. As more people seek degrees and certifications later in life for various reasons; including career changes, promotions, retirement, and personal growth; non-traditional students continue to make up an increasing percentage of the student population.

In addition to the above profile, non-traditional students may also be those individuals who are financially challenged, single parents, recovering addicts, or those re-entering society after incarceration.

Non-traditional students seek out and benefit from institutions that offer custom programming, support, and services that enable them to realize successful completion while maintaining an achievable work-life balance.   Flexible class schedules, accelerated certificate and training options, on-line classes, financial aid assistance, and customized academic support are key offerings for institutions committed to serving this key market segment.

(Source: www.abound.college)

SVCC Enrollment Estimate

The estimated enrollment for SVCC is based on the formula used by Erie County Community College's application to the PA Department of Education. Using 2021 census population data[1] for Northumberland, Montour, Union, and Snyder counties the adult population ages 18 to 64, table 3a shows a total enrollment of 3056 assuming 1 out of 100 adults goes to SVCC and table 3b shows a total enrollment 3440 assuming that 1 out of 75 adults attends SVCC. The formula allows for 1 in 3 students in 10th, 11th, and 12th grade, and 30% of high school graduates without postsecondary education plans from the aforementioned counties. Student data was extracted from the PA Department of Education Data and Reporting[2,3]. For more information see Appendix 2.

Table 3a

Adult Population (1:100)	1154
10 to 12 grade	1680
HS grads	222
TOTAL Estimated Enrollment	3056

Table 3b

Adult Population (1:75)	1538
10 to 12 grade	1680
HS grads	222
TOTAL Estimated Enrollment	3440

[1] https://censusreporter.org

[2] Public School Enrollment Reports (pa.gov)(2022-2023)

[3] Graduates (pa.gov)(2021-2022)

Demographics

Below is the demographic make-up of the SVCC region, shown by county. In comparison with key national and PA statistics, along with the mission and targeted segments of the SVCC, the information validates the potential for sustained success of a community college in this underserved region.

Central Susquehanna Valley four-county demographic information *(Source: www.census.gov)*

table 3.1

All Topics ▼	Montour County, Pennsylvania ☒	Northumberland County, Pennsylvania ☒	Snyder County, Pennsylvania ☒	Union County, Pennsylvania ☒
ⓘ Population Estimates, July 1 2021, (V2021)	⚠ 18,087	⚠ 91,266	⚠ 39,621	⚠ 42,568
👤 PEOPLE				
Population				
ⓘ Population Estimates, July 1 2021, (V2021)	⚠ 18,087	⚠ 91,266	⚠ 39,621	⚠ 42,568
ⓘ Population estimates base, April 1, 2020, (V2021)	⚠ 18,136	⚠ 91,647	⚠ 39,736	⚠ 42,681
ⓘ Population, percent change - April 1, 2020 (estimates base) to July 1, 2021, (V2021)	⚠ -0.3%	⚠ -0.4%	⚠ -0.3%	⚠ -0.3%
ⓘ Population, Census, April 1, 2020	18,136	91,647	39,736	42,681
ⓘ Population, Census, April 1, 2010	18,267	94,528	39,702	44,947
Age and Sex				
ⓘ Persons under 5 years, percent	⚠ 5.6%	⚠ 5.0%	⚠ 5.2%	⚠ 4.6%
ⓘ Persons under 18 years, percent	⚠ 20.5%	⚠ 19.7%	⚠ 20.6%	⚠ 17.7%
ⓘ Persons 65 years and over, percent	⚠ 22.0%	⚠ 21.9%	⚠ 19.8%	⚠ 18.7%
ⓘ Female persons, percent	⚠ 50.8%	⚠ 49.2%	⚠ 50.1%	⚠ 45.5%

table 3.2

All Topics ▲	Montour County, Pennsylvania ☒	Northumberland County, Pennsylvania ☒	Snyder County, Pennsylvania ☒	Union County, Pennsylvania ☒
ⓘ Population Estimates, July 1 2021, (V2021)	⚠ 18,087	⚠ 91,266	⚠ 39,621	⚠ 42,568
Race and Hispanic Origin				
ⓘ White alone, percent	⚠ 92.2%	⚠ 94.4%	⚠ 96.3%	⚠ 88.7%
ⓘ Black or African American alone, percent (a)	⚠ 2.3%	⚠ 3.3%	⚠ 1.6%	⚠ 7.5%
ⓘ American Indian and Alaska Native alone, percent (a)	⚠ 0.3%	⚠ 0.3%	⚠ 0.2%	⚠ 0.6%
ⓘ Asian alone, percent (a)	⚠ 3.6%	⚠ 0.5%	⚠ 0.7%	⚠ 1.6%
ⓘ Native Hawaiian and Other Pacific Islander alone, percent (a)	⚠ Z	⚠ Z	⚠ 0.1%	⚠ 0.1%
ⓘ Two or More Races, percent	⚠ 1.5%	⚠ 1.4%	⚠ 1.1%	⚠ 1.5%
ⓘ Hispanic or Latino, percent (b)	⚠ 2.9%	⚠ 4.5%	⚠ 2.5%	⚠ 6.3%
ⓘ White alone, not Hispanic or Latino, percent	⚠ 89.9%	⚠ 91.0%	⚠ 94.6%	⚠ 84.1%
Population Characteristics				
ⓘ Veterans, 2017-2021	1,219	6,313	1,940	2,293
ⓘ Foreign born persons, percent, 2017-2021	4.6%	1.3%	1.1%	3.3%
Housing				
ⓘ Housing units, July 1, 2021, (V2021)	8,116	43,352	16,018	16,140
ⓘ Owner-occupied housing unit rate, 2017-2021	67.9%	72.7%	74.9%	71.6%
ⓘ Median value of owner-occupied housing units, 2017-2021	$198,500	$122,700	$176,800	$191,700
ⓘ Median selected monthly owner costs -with a mortgage, 2017-2021	$1,403	$1,146	$1,272	$1,427
ⓘ Median selected monthly owner costs -without a mortgage, 2017-2021	$510	$444	$507	$502
ⓘ Median gross rent, 2017-2021	$815	$702	$787	$794
ⓘ Building permits, 2021	17	63	57	55

Central Susquehanna Valley four-county demographic information (continued) *(Source: www.census.gov)*

table 3.3

All Topics ▲	Montour County, Pennsylvania	Northumberland County, Pennsylvania	Snyder County, Pennsylvania	Union County, Pennsylvania
ⓘ Population Estimates, July 1 2021, (V2021)	⚠ 18,087	⚠ 91,266	⚠ 39,621	⚠ 42,568
Families & Living Arrangements				
ⓘ Households, 2017-2021	7,476	37,369	14,373	13,880
ⓘ Persons per household, 2017-2021	2.32	2.36	2.61	2.46
ⓘ Living in same house 1 year ago, percent of persons age 1 year+, 2017-2021	88.9%	91.6%	89.2%	79.9%
ⓘ Language other than English spoken at home, percent of persons age 5 years+, 2017-2021	6.8%	3.4%	7.6%	10.7%
Computer and Internet Use				
ⓘ Households with a computer, percent, 2017-2021	86.3%	85.0%	85.5%	84.7%
ⓘ Households with a broadband Internet subscription, percent, 2017-2021	82.3%	79.4%	80.7%	75.9%
Education				
ⓘ High school graduate or higher, percent of persons age 25 years+, 2017-2021	91.7%	89.6%	86.5%	88.2%
ⓘ Bachelor's degree or higher, percent of persons age 25 years+, 2017-2021	35.6%	17.8%	21.6%	26.1%
Health				
ⓘ With a disability, under age 65 years, percent, 2017-2021	8.6%	12.1%	9.0%	8.5%
ⓘ Persons without health insurance, under age 65 years, percent	⚠ 6.6%	⚠ 7.9%	⚠ 12.8%	⚠ 12.7%

table 3.4

All Topics ▲	Montour County, Pennsylvania	Northumberland County, Pennsylvania	Snyder County, Pennsylvania	Union County, Pennsylvania
ⓘ Population Estimates, July 1 2021, (V2021)	⚠ 18,087	⚠ 91,266	⚠ 39,621	⚠ 42,568
Economy				
ⓘ In civilian labor force, total, percent of population age 16 years+, 2017-2021	59.8%	57.4%	61.2%	47.1%
ⓘ In civilian labor force, female, percent of population age 16 years+, 2017-2021	52.6%	54.8%	56.1%	49.6%
ⓘ Total accommodation and food services sales, 2017 ($1,000) (c)	34,868	84,108	86,738	102,484
ⓘ Total health care and social assistance receipts/revenue, 2017 ($1,000) (c)	1,638,262	319,039	141,449	416,246
ⓘ Total transportation and warehousing receipts/revenue, 2017 ($1,000) (c)	15,087	251,239	33,084	36,904
ⓘ Total retail sales, 2017 ($1,000) (c)	177,648	947,022	725,061	540,640
ⓘ Total retail sales per capita, 2017 (c)	$9,731	$10,320	$17,849	$12,083
Transportation				
ⓘ Mean travel time to work (minutes), workers age 16 years+, 2017-2021	18.8	24.8	24.1	20.0
Income & Poverty				
ⓘ Median household income (in 2021 dollars), 2017-2021	$64,858	$51,005	$62,951	$61,807
ⓘ Per capita income in past 12 months (in 2021 dollars), 2017-2021	$38,709	$27,939	$29,285	$31,298
ⓘ Persons in poverty, percent	⚠ 9.0%	⚠ 12.1%	⚠ 10.1%	⚠ 11.1%

Central Susquehanna Valley four-county demographic information (continued) *(Source:*
www.census.gov)

table 3.5

All Topics ▲	Montour County, Pennsylvania ⊠	Northumberland County, Pennsylvania ⊠	Snyder County, Pennsylvania ⊠	Union County, Pennsylvania ⊠
ⓘ Population Estimates, July 1 2021, (V2021)	⚠ 18,087	⚠ 91,266	⚠ 39,621	⚠ 42,568
🏭 BUSINESSES				
Businesses				
ⓘ Total employer establishments, 2020	458	1,614	876	924
ⓘ Total employment, 2020	15,313	22,861	14,241	16,438
ⓘ Total annual payroll, 2020 ($1,000)	1,110,945	938,438	437,393	661,380
ⓘ Total employment, percent change, 2019-2020	2.1%	-2.3%	-8.5%	-2.5%
ⓘ Total nonemployer establishments, 2019	1,015	4,530	2,881	2,823
ⓘ All employer firms, Reference year 2017	332	1,184	794	637
ⓘ Men-owned employer firms, Reference year 2017	158	678	394	342
ⓘ Women-owned employer firms, Reference year 2017	S	170	156	S
ⓘ Minority-owned employer firms, Reference year 2017	S	S	S	S
ⓘ Nonminority-owned employer firms, Reference year 2017	258	889	628	500
ⓘ Veteran-owned employer firms, Reference year 2017	S	71	S	S
ⓘ Nonveteran-owned employer firms, Reference year 2017	257	886	603	485
🌐 GEOGRAPHY				
Geography				
ⓘ Population per square mile, 2020	139.2	200.2	120.9	135.1
ⓘ Population per square mile, 2010	140.3	206.2	120.8	142.2
ⓘ Land area in square miles, 2020	130.24	457.66	328.78	315.95
ⓘ Land area in square miles, 2010	130.24	458.37	328.71	315.98
ⓘ FIPS Code	42093	42097	42109	42119

FOOD FOR THOUGHT

figure 12

The information to the right shows some of the current nationwide community college student demographic segments that are key for success, when properly served.

All of these segments are a solid part of the SVCC regional service area.

AACC Nationwide Community College Student Demographics
(Fast Facts Profile as shown previously)

First generation
to attend college 29%
Single parents...................15%
Non-U.S. citizens 8%
Veterans 4%
Students with disabilities..20%
Students with prior
bachelor's degree..............8%

Who Is ALICE?

ALICE is an acronym for the **A**sset **L**imited, **I**ncome **C**onstrained, **E**mployed. It represents the growing number of families who earn above the Federal Poverty Level (FPL), but make less than what's needed to afford the basics of housing, food, childcare, health care, technology, and transportation. They often earn too much to qualify for government assistance.

According to 2018 data, ALICE represents 27% of Pennsylvanians who work, but struggle to survive. When combined statewide, PA households earning below the ALICE Threshold and those living below the Federal Poverty Level (FPL) equals 39% of PA households who face financial hardship every day throughout the state. *(Source: www.uwpa.org)*

SVCC Service Area Total Low-Income Target Segment Information

table 4

County	ALICE (2018)	FPL (2021)	Total in Key Low-Income Segment
Northumberland	29%	9.3%	38.3%
Union	36%	11.8%	47.8%
Montour	27%	12.1%	39.1%
Snyder	31%	9.7%	40.7%

(Sources: www.uwp.org/alice and www.census.gov)

Given the SVCC's mission of creating empowering education pathways for learners, families, and businesses that promote regional economic sustainability and community development; coupled with the corresponding key target segments that involve low-moderate income demographics; *the above ALICE/FPL county demographics show a substantial segment service base in need of local, accessible, affordable, quality education and training options.*
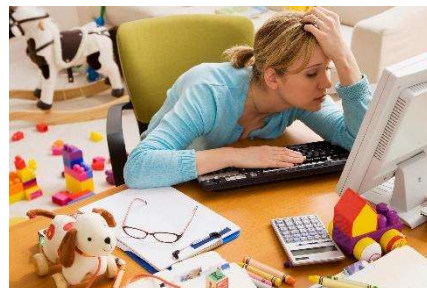
Further validation comes from the American Association of Community Colleges 'Fast Facts', showing *more than 56% of nationwide community college students qualify for financial aid, meaning they come from low-moderate income situations.* This significant number also *highlights the importance of this segment to the success of community colleges, especially with curriculum and programs created to meet specific local community needs.*

Promotion

The Susquehanna Valley Community College will utilize an effective mix of promotional media along with a well-developed, strong referral partner network to reach potential students in targeted segments.

Referral Partnership Network

- School Districts and School Counselors
- Career and Technical Centers
- Organizations working with the area's underserved populations
  - CSO (Central Susquehanna Opportunities)
  - United Way
  - County Assistance Offices
  - Transitions
  - Homeless Shelters
  - Food Banks
  - Career Link
- In person events and representation
  - Job fairs
  - Community events
  - Regional Boards of Directors
  - Community based organizations
  - Community Service Clubs
    - Rotary
    - Lions
    - Kiwanis

Media

- Website
- Social Media
  - Facebook
  - Instagram
  - LinkedIn
  - YouTube
- Television
  - WNEP
  - WBRE
  - WVIA
  - Service Electric
  - PCN
- Billboards
- Radio
  - Sunbury Broadcasting
  - Seven Mountains Media
  - iHeartMedia
  - WGRC
  - WPGM
  - WBGM
- Newspapers
  - Standard Journal
  - Daily Item
  - Press Enterprise
  - Snyder & Union County Times
- Targeted Marketing Materials

Additional Tools

- Donation Software & CRM (Blackboard, Moodle)
- Course Registration Software (TBD)

Analysis of Area Alternatives

The Central Susquehanna Valley four-county region has a number of higher education and training related institutions, each serving select segments of the population both geographically, economically, and demographically.

As shown in the tables on the following tables, when rating for the ***important factors that are necessary to effectively service the specific key target segments desperately in need in the local area***, only the Susquehanna Valley Community College offers the custom mix that will truly raise up these communities in a sustainable, achievable, measurable way.

Importantly, the SVCC Board of Trustees will provide local decision-making with a true understanding of the regional community needs.

In table 5.1 on the following page, the area's *excellent* 4-year universities are shown, along with Penn College of Technology, which is part of Penn State University**. All offer quality education programs and degrees, however, they are not designed to primarily serve the lower income, ALICE populations, or non-traditional students,** and are therefore, financially and feasibly out of reach for those segments that the Susquehanna Valley Community College is created to serve.

In table 5.2 on page 49, the area's various specialized training and satellite community college locations are compared based on the ***critical criteria for success in effectively serving the specific local key target segments most in need; the lower-middle income, ALICE populations and non-traditional students.***

Although these institutions serve specific narrow segments of the local population, they too are <u>not designed to effectively address the unique needs of the substantial segment of lower-middle income, ALICE populations and non-traditional students</u> that the Susquehanna Valley Community College is created to serve.

These analyses and comparison further validate the need for a truly community driven, local community college.

It is the intention of the SVCC to find ways to partner with as many of these area institutions represented in tables 5.1 & 5.2 as possible, both from a transfer and referral aspect to best serve the community.

Table 5.1

2022 Comparison Overview	Susquehanna Valley Community College *(planned)*	Bucknell University	Susquehanna University	Bloomsburg University	Penn College of Technology
Location in PA	Sunbury	Lewisburg	Selinsgrove	Bloomsburg	Williamsport
School Type	2-yr, public	4-yr, private, non-profit	4-yr, private, non-profit	4-yr, public	4-yr, public
Highest Level Offered	Associate Degree	Master's Degree	Master's Degree	Doctorate	Master's Degree
Short-Term Certificate Programs *(not Graduate level)*	✓	X	X	✓	✓
Annual Commuter Tuition & Fees *(In-State, 12 credits per semester)*	$7,000	$61,746	$55,160	$10,982	$17,610
Books, Course Materials, Supplies, Equip., Transportation, Misc. Education Exp. *(does NOT include housing or meals)*	$1,500	$3,066	$6,770	$4,660	$1,549
Average % of Students Receiving Financial Aid	95%	54%	99%	58%	65%
Average Annual Financial Aid received 2021-2022: *(merit and need based grant and scholarship aid from Federal, State, Local Governments, or the Institution. Does not include student loans which must be paid back.)*	$6,500	$35,048	$37,185	$6,451	$8,693
Avg. Student Balance/ Debt per year	$2,000	$29,764	$24,745	$9,191	$10,466
Acceptance Rates	Open Access	35%	77%	90%	NR
Graduation Rates	TBD	88%	74%	59%	50%
Application Requirements					
Minimum GPA	X	✓	✓	✓	NR
High School Transcript / GED	✓	✓	✓	✓	✓
Completion of College Preparatory Program	X	✓	✓	✓	NR
Recommendations	X	✓	✓	✓	NR
TOEFL or other test	X	✓	✓	✓	NR
Student Population	3000	3695	2239	7731	4565
Men	1500	1762	963	3104	2798
Women	1500	1933	1276	4627	1767
Student Services					
Remedial	✓	X	✓	✓	✓
Career Counseling	✓	✓	✓	✓	✓
Employment Service	✓	✓	✓	✓	✓
Placement Service	✓	✓	✓	✓	✓
Childcare on Campus	✓	X	✓	✓	✓
Meal Plan	X	✓	✓	✓	✓
GED	✓	X	X	X	X
ESL	✓	X	X	X	X
Local Governing Board Decision Making	✓	✓	✓	X	✓

(Sources: www.collegetuitioncompare.com; www.NCES.ED.GOV[IPEDS]; websites of each educational institution)   NR=Not Reported

(NCES- National Center for Education Statistics; IPEDS-Integrated Post Secondary Education Data System)

Based on available information from sources at the time of printing this document and is subject to updates & change.

Table 5.2

2022 Comparison Overview	Susquehanna Valley Community College *(estimated at full launch)*	Triangle Tech, Inc.	Miller-Motte College McCann	Lackawanna College *(Main Campus)*	Luzerne County Community College *(Main Campus)*	Central Susquehanna Intermediate Unit LPN Career Center	SUN Area Technical Institute
Location in PA	Sunbury	Sunbury	Lewisburg	Scranton	Nanticoke	Lewisburg	New Berlin
School Type	2-yr, public	2-yr, private (for-profit)	2-yr, private (for-profit)	4-yr, private (non-profit)	2-yr, public	Less than 2-yr, public	1-yr dual enrollment
Highest Level Offered	Associate Degree	Associate Degree	Associate Degree	Bachelor Degree	Associate Degree	Non-degree	Non-degree, career training
Short-Term Certificate Programs *(not Graduate level)*	✓	✓	✓	✓	✓	✓	✓
Annual Commuter Tuition & Fees *(In-State, 12 credits per semester or equivalent)*	$7,000	$18,615	$21,040	$16,130	$10,020	$19,820	Career Training Programs: $695-$5,495
Books, Materials, Supplies, Equip., Transportation, Misc. Education Exp. *(does NOT include housing or meals)*	$1,500	$1,137	$2,000	$1,500	$2,000	$2,000	NR
Average % of Students Receiving Financial Aid	95%	75%	82%	62%	55%	100%	NR
Average Annual Financial Aid received 2021-2022: *(Merit and need based grant and scholarship aid from Federal, State, Local Governments, or the Institution. Does not include student loans which must be paid back.)*	$6,500	$9,870	$5,979	$7,307	$3,795	$3,663	NR
Avg. Student Balance/ Debt per year	$2,000	$9,882	$17,061	$10,323	$8,225	$18,157	Varies
Acceptance Rates	Open Access	Open Access	Open Access	Open Access	Open Access	68.29%	Open Access
Graduation Rates	TBD	74%	50%	32%	20%	90%	NR
Application Requirements							
Minimum GPA	X	X	X	X	X	✓	X
High School Transcript/GED	✓	✓	✓	✓	✓	✓	✓
Completion of College Preparatory Program	X	X	X	X	X	NR	X
Recommendations	X	X	X	X	X	✓	X
TOEFL or other test	X	X	X	X	X	✓	X
Student Population	3000	53	193	2043	4454	93	260
Men	1500	50	32	868	1585	7	NR
Women	1500	3	161	1175	2869	86	NR
Student Services							
Remedial	✓	✓	✓	✓	✓	✓	✓
Career Counseling	✓	✓	✓	✓	✓	✓	✓
Employment Service	✓	✓	X	✓	✓	X	X
Placement Service	✓	✓	✓	✓	✓	✓	✓
Childcare on Campus	✓	X	X	X	✓	X	X
Meal Plan	X	X	X	✓	X	X	X
Local Governing Board Decision Making	✓	X	X	X	X	✓	✓

(Sources: www.collegetuitioncompare.com; www.NCES.ED.GOV[IPEDS]; websites of each educational institution)

(NCES- National Center for Education Statistics; IPEDS-Integrated Post Secondary Education Data System)

NR=Not Reported

Based on available information from sources at the time of printing this document and is subject to updates & change.

Implementation

Subsequent to local county sponsorship; formalization of SVCC Endowment; establishment of Annual Stakeholder Advisory Council meetings; approval of the SVCC plan by the PA State Board of Education; appointment of the Board of Trustees; and fulfillment of the 120-day plan, a distributed model will be used and expanded as the Susquehanna Valley Community College develops. RACP, USDA, ARC and private funds will be utilized to repurpose existing structures for general education and administration to prepare for launch.

The anticipated rollout is detailed below.

Year 1:

- Classes begin at locations across the four-county Central Susquehanna Valley region based on need, infrastructure, and sponsoring counties.
- Establish availability of Student Support Services to key target segments.
- General education classes will launch centrally in Sunbury, PA.
- Trade programs will launch with various partners throughout the region, including local career and technical centers, as well as in conjunction with partner employers.
- Associate Degree Program enrollment begins for BioLife Science, Criminal Justice, Information Security, Liberal Arts, Business Administration, and Early Childhood Studies.
- Anticipated certificate program offering: Nursing Assistant, Early Childhood Education, Law Enforcement, Paralegal, EMT, Industrial Manufacturing Technician, Welding, and Electrical Wiring.
- Expand development of educational, business and industry, and union partnerships.

Year 2-5

- Classrooms will launch across all sponsoring counties.
- Grant utilization to expand IT infrastructure to facilitate remote classroom access.
- Expansion of Certificate and Associate Degree Programs.
- Opening of the Hospital Healthcare Training Center and the Workforce Development Center that includes a Construction Trades Program.
- Candidacy for accreditation by Middle States Commission for Higher Education.

Year 6-10

- Launch full Student Services Center.
- Consider inquiries for potential expansion into adjacent counties.
- Execute updated gap analysis to determine new class offerings.
- Continue annual Stakeholder Advisory Councils to meet changing workforce needs.
- Anticipated in Year 10: SVCC Endowment stream offsets county sponsorships when the counties' resolutions of sponsorship are renewed.

Organization and Management Team

Figure 13 below shows a simplified organization chart showing the planned structure of the institution, with careful attention to providing effective leadership and execution of the programs and services needed for success of the organization and the community.

figure 13

SVCC Organization Chart
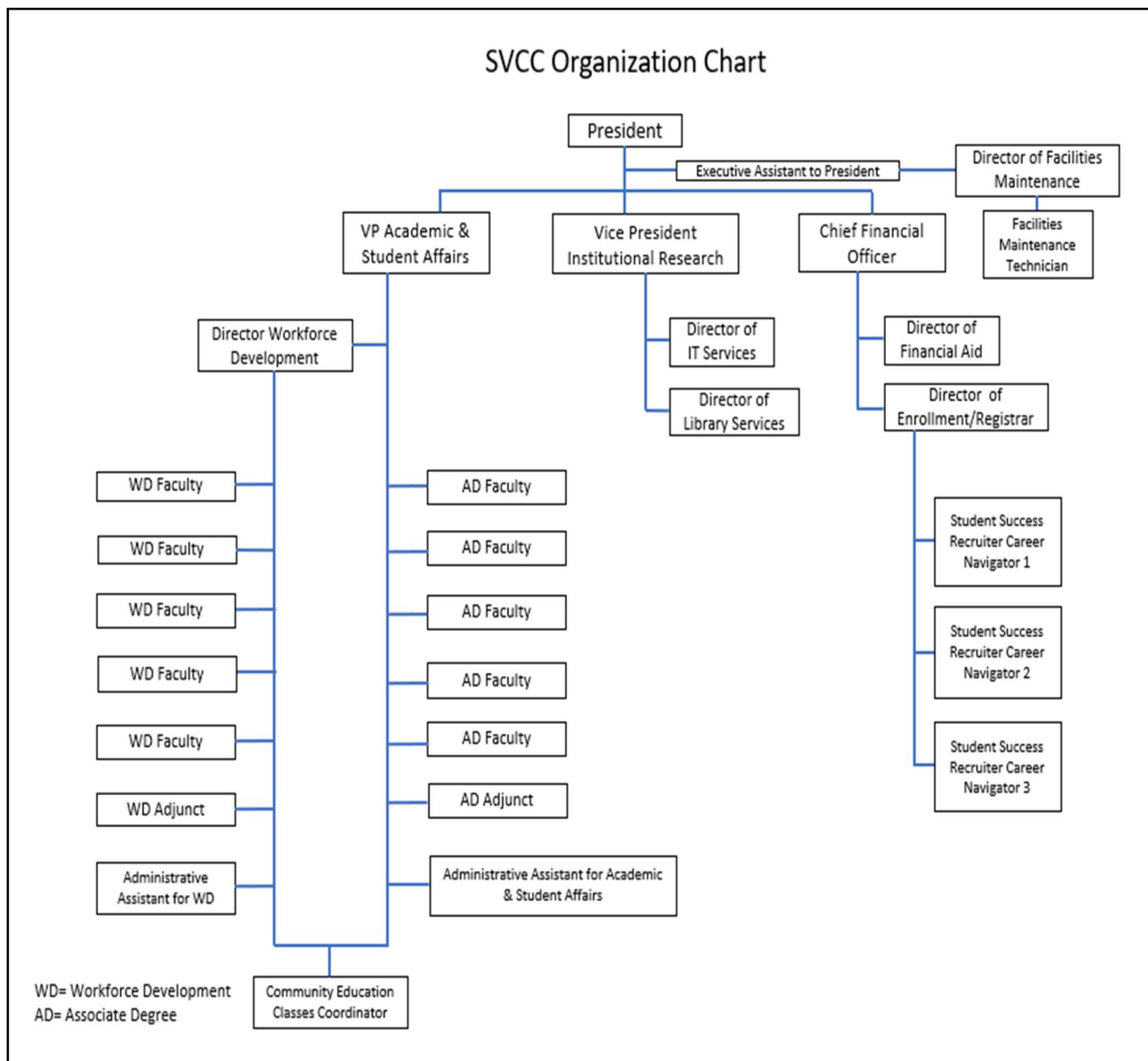
Financial Projections

The following pages contain detailed 10-year financial projections for the Susquehanna Valley Community College. Using conservative estimates for enrollment and comparable industry averages for expenses as compared to the national averages for community colleges, the financial projections show strong financial viability by Year 7, meaning tuition revenues alone surpass total operating expenses and fixed costs.

Susquehanna Valley Community College
10 Year Budget

	YEAR 1 2023-2024	YEAR 2 2024-2025	YEAR 3 2025-2026	YEAR 4 2026-2027	YEAR 5 2027-2028	YEAR 6 2028-2029	YEAR 7 2029-2030	YEAR 8 2030-2031	YEAR 9 2031-2032	YEAR 10 2032-2033	Totals
REVENUE											
Tuition											
Tuition Fall & Spring Semesters	$ 1,050,000	$ 1,400,000	$ 2,450,000	$ 3,850,000	$ 4,320,000	$ 5,780,000	$ 7,200,000	$ 10,080,000	$ 12,800,000	$ 14,800,000	$ 63,510,000
Tuition Summer Session	$ -	$ 175,000	$ 282,500	$ 700,000	$ 900,000	$ 1,260,000	$ 1,440,000	$ 2,160,000	$ 3,240,000	$ 3,700,000	$ 13,837,500
Total Tuition	$ 1,050,000	$ 1,575,000	$ 2,712,500	$ 4,550,000	$ 5,220,000	$ 7,020,000	$ 8,640,000	$ 12,240,000	$ 15,840,000	$ 18,500,000	$ 77,347,500
Appropriations											
State Allocation	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 3,300,000	$ 14,100,000
Local Multi-County Sponsorship	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 1,200,000	$ 12,000,000
Title III - US Dept of Ed for Teaching and Education	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 3,500,000
Perkins - Federal USDA Equipment and Tech Programs	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 2,000,000
Total Appropriations	$ 2,950,000	$ 2,950,000	$ 2,950,000	$ 2,950,000	$ 2,950,000	$ 2,950,000	$ 2,950,000	$ 2,950,000	$ 2,950,000	$ 5,050,000	$ 31,600,000
Total Revenue	$ 4,000,000	$ 4,525,000	$ 5,662,500	$ 7,500,000	$ 8,170,000	$ 9,970,000	$ 11,590,000	$ 15,190,000	$ 18,790,000	$ 23,550,000	$ 108,947,500
EXPENSES											
Faculty											
Faculty Salaries (Full Time)	$ 775,500	$ 855,250	$ 1,166,250	$ 1,555,000	$ 1,601,640	$ 1,761,804	$ 2,002,050	$ 2,162,214	$ 2,322,378	$ 2,476,995	$ 16,681,081
Faculty Benefits (Full Time)	$ 258,575	$ 282,233	$ 384,883	$ 513,150	$ 528,541	$ 581,395	$ 660,677	$ 713,531	$ 766,385	$ 817,408	$ 5,504,758
Faculty Salaries (Adjunct)	$ 8,000	$ 30,000	$ 36,000	$ 60,000	$ 94,500	$ 157,500	$ 126,000	$ 189,000	$ 182,700	$ 135,000	$ 1,018,700
Total Faculty Salaries, Wages, and Benefits	$ 1,042,075	$ 1,167,483	$ 1,587,113	$ 2,128,150	$ 2,224,681	$ 2,500,699	$ 2,788,727	$ 3,064,745	$ 3,271,463	$ 3,429,403	$ 23,204,539
Administration											
President CEO	$ 201,897	$ 201,897	$ 201,897	$ 201,897	$ 207,954	$ 207,954	$ 207,954	$ 207,954	$ 207,954	$ 214,193	$ 2,061,551
Vice President - Institutional Research	$ 144,508	$ 144,508	$ 144,508	$ 144,508	$ 148,843	$ 148,843	$ 148,843	$ 148,843	$ 148,843	$ 153,308	$ 1,475,555
Dean Academic and Student Affairs	$ 117,788	$ 117,788	$ 117,788	$ 117,788	$ 121,322	$ 121,322	$ 121,322	$ 121,322	$ 121,322	$ 124,962	$ 1,202,724
Chief Financial Officer	$ 132,294	$ 132,294	$ 132,294	$ 132,294	$ 136,263	$ 136,263	$ 136,263	$ 136,263	$ 136,263	$ 140,351	$ 1,350,842
Administration Benefits	$ 196,874	$ 196,874	$ 196,874	$ 196,874	$ 202,746	$ 202,746	$ 202,746	$ 202,746	$ 202,746	$ 208,828	$ 2,010,054
Total Administration Salaries & Benefits	$ 793,361	$ 793,361	$ 793,361	$ 793,361	$ 817,128	$ 817,128	$ 817,128	$ 817,128	$ 817,128	$ 841,642	$ 8,100,726
Administrative Professional Support											
Executive Assistant(s)	$ 124,380	$ 124,380	$ 124,380	$ 124,380	$ 131,842	$ 131,842	$ 131,842	$ 131,842	$ 131,842	$ 199,741	$ 1,356,471
Financial Aid Director	$ 57,307	$ 57,307	$ 57,307	$ 57,307	$ 59,026	$ 59,026	$ 59,026	$ 59,026	$ 59,026	$ 60,797	$ 585,155
Registrar	$ 34,049	$ 34,049	$ 34,049	$ 34,049	$ 35,070	$ 35,070	$ 66,070	$ 66,070	$ 66,070	$ 67,122	$ 471,668
Student Success Services Career Navigators/Recruiters	$ 134,238	$ 134,238	$ 134,238	$ 178,984	$ 230,440	$ 276,528	$ 276,528	$ 322,816	$ 322,816	$ 370,087	$ 2,380,513
Facilities Maintenance Technician	$ 88,218	$ 88,218	$ 88,218	$ 129,327	$ 133,206	$ 133,206	$ 133,206	$ 133,206	$ 133,206	$ 134,538	$ 1,188,549
Instructional Technologist	$ 62,300	$ 62,300	$ 124,600	$ 124,600	$ 64,169	$ 128,338	$ 124,600	$ 128,338	$ 124,600	$ 130,263	$ 1,074,108
Librarian	$ 35,650	$ 71,300	$ 71,300	$ 71,300	$ 73,439	$ 73,439	$ 73,439	$ 73,439	$ 73,439	$ 75,642	$ 692,387
Administrative Assistant(s)	$ 82,468	$ 82,468	$ 82,468	$ 82,468	$ 84,940	$ 84,940	$ 127,400	$ 169,870	$ 169,870	$ 258,076	$ 1,222,980
Administrative Professional Support Benefits	$ 176,287	$ 215,245	$ 235,804	$ 284,798	$ 288,004	$ 304,388	$ 285,355	$ 357,854	$ 356,621	$ 427,108	$ 2,891,442
Total Administrative Professional Support Wages and Benefits	$ 792,875	$ 867,503	$ 950,362	$ 1,067,209	$ 1,080,136	$ 1,226,777	$ 1,277,466	$ 1,442,261	$ 1,437,290	$ 1,721,374	$ 11,863,253
Total Salaries, Wages, Benefits	$ 2,628,311	$ 2,828,347	$ 3,330,836	$ 3,988,720	$ 4,121,945	$ 4,544,604	$ 4,883,321	$ 5,324,134	$ 5,525,881	$ 5,992,419	$ 43,168,518
Fixed Costs											
University Partner	$ 210,000	$ 315,000	$ 542,500	$ 910,000	$ 1,044,000	$ 1,404,000	$ -	$ -	$ -	$ -	$ 4,425,500
USDA Community Facilities Loan	$ 25,776	$ 25,776	$ 25,776	$ 25,776	$ 25,776	$ 25,776	$ 25,776	$ 25,776	$ 25,776	$ 25,776	$ 257,760
Facilities	$ 36,000	$ 48,000	$ 48,000	$ 48,000	$ 48,000	$ 48,000	$ 48,000	$ 48,000	$ 48,000	$ 48,000	$ 468,000
Utilities	$ 86,000	$ 96,000	$ 111,720	$ 96,000	$ 108,000	$ 108,000	$ 108,000	$ 108,000	$ 108,000	$ 108,000	$ 1,037,720
Facilities Maintenance and Supplies	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ 72,000	$ 8,100	$ 608,100
Library for Accreditation	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 396,000
Technology	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 60,000
Phone	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 7,200	$ 61,200
Insurance	$ 24,000	$ 24,000	$ 24,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 48,000	$ 336,000
Advertising and Marketing	$ 30,000	$ 30,000	$ 30,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 42,000	$ 60,000	$ 402,000
Audit Fees for Accreditation	$ 7,200	$ 7,200	$ 7,200	$ 7,200	$ 7,200	$ 7,200	$ 7,200	$ 7,200	$ 7,200	$ 7,200	$ 72,000
Legal and CPA Fees	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 14,400	$ 24,000	$ 153,600
Professional Development	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 120,000	$ 444,000
Memberships	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,500	$ 100,500
Accreditation Fees	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 120,000
Total Fixed Costs	$ 599,376	$ 726,376	$ 969,596	$ 1,345,376	$ 1,509,376	$ 1,869,376	$ 465,376	$ 465,376	$ 465,376	$ 526,776	$ 8,942,380
Sub Total Expenses	$ 3,227,687	$ 3,554,723	$ 4,300,432	$ 5,334,096	$ 5,631,321	$ 6,413,980	$ 5,348,697	$ 5,789,510	$ 5,991,257	$ 6,519,195	$ 52,110,898
Contingency	$ 161,384	$ 177,738	$ 215,022	$ 266,705	$ 563,132	$ 641,398	$ 534,870	$ 578,951	$ 599,126	$ 651,920	$ 4,390,243
Total Expenses	$ 3,389,071	$ 3,732,459	$ 4,515,454	$ 5,600,801	$ 6,194,453	$ 7,055,378	$ 5,883,567	$ 6,368,461	$ 6,590,383	$ 7,171,115	$ 56,501,141
NET REVENUE	$ 610,929	$ 792,541	$ 1,147,046	$ 1,899,199	$ 1,975,547	$ 2,914,622	$ 5,706,433	$ 8,821,539	$ 12,199,617	$ 16,378,886	$ 52,446,359

Susquehanna Valley Community College
Capital & Other Expenditures

	YEAR 0 2022	YEAR 1 2023	YEAR 2 2024	YEAR 3 2025	YEAR 4 2026	YEAR 5 2027	YEAR 6 2028	YEAR 7 2029	YEAR 8 2030	YEAR 9 2031	YEAR 10 2032	Totals
Construction												
Renovation and Launch of Sunbury Site	$ 400,000	$ 400,000	$ 945,000	$ 705,000	$ 250,000	$ 150,000	$ 100,000	$ 35,000	$ 25,000			$ 3,010,000
Simulated Hospital Healthcare Training Center		$ 270,000	$ 300,000	$ 300,000	$ 150,000	$ 250,000	$ 200,000	$ 115,000	$ 155,000	$ 25,000		$ 1,765,000
Montour Site		$ 10,000	$ 20,000									$ 30,000
Snyder Site		$ 10,000	$ 20,000									$ 30,000
Union Site		$ 10,000	$ 20,000									$ 30,000
Milton Site			$ 15,000	$ 15,000	$ 5,000							$ 35,000
Shamokin Site			$ 15,000	$ 15,000	$ 5,000							$ 35,000
Williamsport Site			$ 15,000	$ 15,000	$ 5,000							$ 35,000
Workforce Development Center					$ 285,000	$ 400,000	$ 400,000	$ 275,000	$ 200,000	$ 200,000	$ 300,000	$ 2,060,000
Student Services Center							$ 200,000	$ 100,000	$ 220,000	$ 275,000	$ 175,000	$ 970,000
Maintenance/Upgrades/Repairs All Sites									$ 25,000	$ 25,000	$ 25,000	$ 75,000
Construction Totals	$ 400,000	$ 700,000	$ 1,350,000	$ 1,050,000	$ 700,000	$ 800,000	$ 900,000	$ 525,000	$ 625,000	$ 525,000	$ 500,000	$ 8,075,000
Equipment												
Equipment Sunbury Site	$ 575,000	$ 250,000	$ 100,000	$ 54,250	$ 50,000	$ 50,000	$ 50,000	$ 50,000				$ 1,179,250
IT Sunbury Site	$ 100,000	$ 30,000	$ 10,000	$ 10,000								$ 150,000
Vehicles	$ 57,000	$ 23,500	$ 20,000	$ 19,500								$ 120,000
Maintenance Equipment Sunbury Site	$ 25,000											$ 25,000
Library Equipment Sunbury Site	$ 50,000											$ 50,000
Nursing & EMT Equipment		$ 250,000	$ 100,000	$ 100,000	$ 50,000							$ 500,000
Allied Health Labs Equipment		$ 250,000	$ 200,000	$ 150,000	$ 100,000	$ 100,000	$ 100,000	$ 75,000	$ 20,000	$ 20,000	$ 20,000	$ 1,035,000
Welding, Technology, Manufacturing, Automotive			$ 82,000	$ 80,000	$ 78,750							$ 240,750
Workforce Development Center					$ 375,000	$ 120,000	$ 150,000	$ 150,000	$ 100,000	$ 100,000	$ 75,000	$ 1,070,000
Equipment Upgrades All Sites							$ 40,000	$ 40,000	$ 25,000	$ 25,000	$ 25,000	$ 155,000
Equipment Totals	$ 807,000	$ 803,500	$ 512,000	$ 413,750	$ 653,750	$ 270,000	$ 340,000	$ 315,000	$ 145,000	$ 145,000	$ 120,000	$ 4,525,000
Other Spending												
Accreditation MSCHE	$ 300,000											$ 300,000
MSCHE Application for Candidacy		$ 35,000										$ 35,000
MSCHE Accreditation Progress			$ 20,000									$ 20,000
MSCHE Midpoint Review				$ 20,000								$ 20,000
University Partner				$ 20,000	$ 20,000	$ 20,000						$ 60,000
Accreditation Fees							$ 50,000					$ 50,000
MSCHE Compliance Improvements								$ 10,000	$ 10,000	$ 10,000		$ 30,000
Other Spending Totals	$ 300,000	$ 35,000	$ 20,000	$ 40,000	$ 20,000	$ 20,000	$ 50,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ 515,000
TOTAL CAPITAL & OTHER SPENDING	$ 1,507,000	$ 1,538,500	$ 1,882,000	$ 1,503,750	$ 1,373,750	$ 1,090,000	$ 1,290,000	$ 850,000	$ 780,000	$ 680,000	$ 620,000	$ 13,115,000

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Susquehanna Valley Community College
Capital & Other Funding Sources

	YEAR 0 2022	YEAR 1 2023	YEAR 2 2024	YEAR 3 2025	YEAR 4 2026	YEAR 5 2027	YEAR 6 2028	YEAR 7 2029	YEAR 8 2030	YEAR 9 2031	YEAR 10 2032	Totals
Construction												
Local Government	$ 200,000	$ 350,000	$ 350,000	$ 300,000								$ 1,200,000
State Government												$ -
RACP	$ 200,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 300,000	$ 300,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 3,000,000
Federal Government			$ 300,000	$ 200,000	$ 150,000	$ 200,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 1,600,000
Telecommunications Grant												$ -
Other		$ 350,000	$ 350,000	$ 200,000	$ 200,000	$ 300,000	$ 450,000	$ 175,000	$ 275,000	$ 175,000	$ 150,000	$ 2,275,000
Construction Totals	$ 400,000	$ 700,000	$ 1,350,000	$ 1,050,000	$ 700,000	$ 800,000	$ 900,000	$ 525,000	$ 625,000	$ 525,000	$ 500,000	$ 8,075,000
Equipment												
Local Government												$ -
State Government	$ 407,000	$ 403,500	$ 112,000	$ 13,750	$ 253,750	$ 70,000	$ 140,000	$ 115,000				$ 1,515,000
RACP												$ -
Federal Government												$ -
Telecommunications Grant		$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 500,000
Other	$ 400,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 150,000	$ 150,000	$ 150,000	$ 95,000	$ 95,000	$ 70,000	$ 2,510,000
Equipment Totals	$ 807,000	$ 803,500	$ 512,000	$ 413,750	$ 653,750	$ 270,000	$ 340,000	$ 315,000	$ 145,000	$ 145,000	$ 120,000	$ 4,525,000
Other Spending												
Local Government												$ -
State Government	$ 300,000	$ 35,000	$ 20,000	$ 40,000	$ 20,000	$ 20,000	$ 50,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ 515,000
RACP												$ -
Federal Government												$ -
Telecommunications Grant												$ -
Other												$ -
Other Totals	$ 300,000	$ 35,000	$ 20,000	$ 40,000	$ 20,000	$ 20,000	$ 50,000	$ 10,000	$ 10,000	$ 10,000	$ -	$ 515,000
TOTAL FUNDING SOURCES	$ 1,507,000	$ 1,538,500	$ 1,882,000	$ 1,503,750	$ 1,373,750	$ 1,090,000	$ 1,290,000	$ 850,000	$ 780,000	$ 680,000	$ 620,000	$ 13,115,000

Susquehanna Valley Community College
Capital & Other Funding Sources Analysis

Funding Sources

	YEAR 0 2022	YEAR 1 2023	YEAR 2 2024	YEAR 3 2025	YEAR 4 2026	YEAR 5 2027	YEAR 6 2028	YEAR 7 2029	YEAR 8 2030	YEAR 9 2031	YEAR 10 2032	Totals
Local Government	200,000	$ 350,000	$ 350,000	$ 300,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,200,000
State Government	707,000	$ 438,500	$ 132,000	$ 53,750	$ 273,750	$ 90,000	$ 190,000	$ 125,000	$ 10,000	$ 10,000	$ -	$ 2,030,000
RACP	200,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 300,000	$ 300,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 3,000,000
Federal Government	-	$ -	$ 300,000	$ 200,000	$ 150,000	$ 200,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 1,600,000
Telecommunications Grant	-	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 500,000
Other	400,000	$ 350,000	$ 700,000	$ 550,000	$ 550,000	$ 450,000	$ 600,000	$ 325,000	$ 370,000	$ 270,000	$ 220,000	$ 4,785,000
Funding Source Totals	**1,507,000**	**$ 1,538,500**	**$ 1,882,000**	**$ 1,503,750**	**$ 1,373,750**	**$ 1,090,000**	**$ 1,290,000**	**$ 850,000**	**$ 780,000**	**$ 680,000**	**$ 620,000**	**$ 13,115,000**

Funding Sources by Percentage

Local Government	$ 1,200,000	9.15%
State Government	$ 2,030,000	15.48%
RACP	$ 3,000,000	22.87%
Federal Government	$ 1,600,000	12.20%
Telecommunications Grant	$ 500,000	3.81%
Other	$ 4,785,000	36.48%
Funding Source Totals by Percentage	**$ 13,115,000**	**100.00%**

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Assumptions

Assumptions:

Enrollment Projections

- EMSI Analysts used the SVCEP Data Survey as the basis for their formulary calculations forecasting the economic activity for the first 10 years of the proposed community college. Their review and comparison of this information to similar existing community colleges led them to increase the initial projections by 20%. Therefore, the following enrollments are still considered to be conservative.

  Table 6 below shows the first 10 years of enrollments, including part-time and full-time for credit students for each of the first 10 years of operations.

table 6   Enrollment Projections

Academic Year	FTE Enrollment
Year 1	150
Year 2	250
Year 3	425
Year 4	750
Year 5	850
Year 6	1150
Year 7	1400
Year 8	2000
Year 9	2650
Year 10	3000*

These projections are derived from:

1) Four counties - Northumberland, Union, Montour, and Snyder, recruitment and adjacent unserved counties

2) Recruitment is from many sources - Charter, Cyber, Private, Public schools, CTC's, 40+human services agencies, regional employers, Career Links, Career and Job Fairs, 50+ senior adults, and families (2 generations at a time), and Makerspaces

3) Conservative enrollment counts based on comparable community colleges

4) EMSI projects up to 20% higher than SVCEP original estimate

5) Reviewed and approved by community college sector experts

6) *Reach stabilization at the level of 1987 Williamsport Area CC enrollment of 3000 FTE

Original calculations based on:

- Student populations in 2022 for Montour, Northumberland, Snyder, and Union were 22,854, estimated to be 1800 per class/cohort. A conservative estimate of 50% of a graduating class attends the local community college, which equates to approximately 900 students each year enrolling in the community college from the four-county area.

- Non-school projections at 10% of headcount

- SVCEP projected conservatively after taking into consideration that there is a decline in student population

- Adjacent counties would also send students to the regional community college and are projected at 5% of total headcount

- Pennsylvania community college enrollments as a percentage of the adult population is 1.3%.* Using this statistic, the enrollment projection of adult population conservatively at 50% based on a total population of 110,000 would equate to an additional 1000 adult learners including employer workforce training. *(*Source: Research by Provasnik, S., & Planty, M. (2008) for the Community Colleges: Special Supplement to The Condition of Education 2008, Statistical Analysis Report)*

Operating Revenues

- Susquehanna Valley Community College service area considered for projections consists of: Northumberland, Snyder, Union, and Montour counties with a combined population of approximately 200,000.

- Revenues increase with projected student enrollments at a conservative pace for three terms annually: fall, spring, and summer.

   o While ongoing noncredit courses are offered, they are not reflected in the revenue and expenses of these projections.

   o Although not included in estimates, but representing a substantial increase in potential are the populations of the surrounding counties included in the Central PA Workforce Development Region, which totals nearly 650,000 residents. This area collectively does not currently have access to a dedicated public Community College.

   o The academic core is based upon meta majors that can flex to offer degrees, certificates, and certifications in accord with the hiring needs of the region. Following the central PA workforce development areas high priority occupations associate degrees and certificates will be offered, including several in the healthcare field corresponding to the

region's largest industry sector. In due time and process, the new Community College will be seeking for college credit bearing stackable certificates.

- A 120-day plan would commence the preparation for college credit degree programming in the fall Year 1.

- During the first 5 years of accredited programming, required umbrella accreditation will be provided by Marywood University, a dedicated university partner that has been approved by Middle States Commission for Higher Education and the Pennsylvania Department of Education.

- During the first 5 years, it is anticipated that there will be two graduation cohorts from which to draw trend and trajectory data.

- Candidacy for accreditation expected by Year 5 with independent status by Year 7.

Operating Expenses & Fixed Costs

- Expenses include the Middle States Commission for Higher Education Accreditation by the university partner. Responsibilities of the university partner are stated in terms of the memorandum of agreement.

- Faculty, administration, staff with benefits and fixed costs are based on higher education and human resource website services. Reference links are available upon request.

- Increases in wages, salaries, and benefits are projected for years 5 and 10. These expenses increase in correlation with enrollment increases and program additions.

- Fixed costs are based on the use of an identified building for administration and general education, as well as 6 locations throughout sponsoring counties.

Capital & Other Expenditures:

- Capital startup costs and budgets are projected for a total of 11 years from fall of Year 0 noncredit soft launch through summer of Year 10.

- Startup costs include capital expenditures for a building and six additional site locations located in sponsoring counties with dedicated telecommunications for synchronous and asynchronous delivery of instruction.

- Spending by fiscal year shows the totals each year for spending on construction equipment and other. Other includes the 20% of tuition revenue paid to the accrediting university partner.

Capital & Other Funding:

- Funding sources include public and private funders, grants, loans, and matches based on public agency sources and private donor intentions, as detailed on pages 3 – 4 of the Financial Projections.

- County sponsorship is the keystone revenue source upon which the state match and federal funds are based.

Appendices

APPENDIX 1

The following documents referenced throughout this business plan are available for review upon request:

1) *'The Economic Impact Study of the Proposed Susquehanna Valley Community College'(2021)*, EMSI (Economic Modeling Specialists International).
2) *'A Path Forward',* Summary Report in item 1, EMSI (Economic Modeling Specialists International).
3) *'Preparing the Workforce in Today's Community Colleges'*, the American Council on Education (ACE)
4) *'The Stakeholder Survey Dashboard Report',* SVCEP
5) *'Fast Facts Profile',* American Association of Community Colleges (AACC)
6) CCCC
7) *'A Susquehanna Valley Community College: Background Study Based on Secondary Research' (2007)*
8) *'The Citizens' Survey' (2008)*
9) *'Higher Education Needs Assessment' (2009)*
10) *'Audit of Progress' (2015)*

APPENDIX 2

1		100 persons One CC student for each 75-	
County	Population 18-64 (est. 2016)	75 per:	100 Persons
Erie	173,887	2,318	1,739
Northumberland	53216		
Union	27528		
Snyder	24005		
Montour	10670		
TOTAL	115419	1,538	1,154

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County	Students grade 10-12 (2018-19)	One enrollment for every three students enrolled grades 10-12 (2018-19)
Erie	9,279	3,093
Montour	479	
Northumberland	2606	
Snyder	1050	
Union	807	
TOTOAL	**5042**	**1680**
Additional uncounted non-public		
Private		
Cyber		
Charter		
Homeschool		

Grad Year	2025	2024	2023	
High School	10th	11th	12th	
Danville	168	153	158	479
Shikellamy	243	218	165	626
Shamokin	193	170	173	536
Mt Carmel	128	119	126	373
Milton	146	169	167	482
Line Mounrain	76	85	68	229
Warrior Run	111	115	134	360
Selinsgrove	206	224	176	606
Midd West	150	157	137	444
Mifflinburg	137	120	87	344
Lewisburg	154	137	159	450
CSIU	27	25	61	113
TOTAL				**5,042**

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County	2015-16 High School Graduates	Average number of grads going on to HE (excl. CC)	Estimated Graduates not going to other HE	Anticipated yield of Students (30%)
Erie	1,886	1,009	877	263

	2021-22 HS Grads	College Bound and Post Secondary		
Montour	162			
Northumberla	177			
Snyder	318			
Union	326			
TOTAL	1,578	836	742	222

County	2021-22 GRADUATE COUNT	COLLEGE BOUND	TOTAL COLLEGE BOUND %	2- OR 4-YEAR COLLEGE OR UNIVERSITY	2- OR 4-YEAR UNIVERSITY %	TOTAL POSTSECONDARY BOUND	TOTAL POSTSECONDARY BOUND %	NON-DEGREE-GRANTING POSTSECONDARY SCHOOL	NON-DEGREE-GRANTING POSTSECONDARY SCHOOL %	SPECIALIZED ASSOCIATE DEGREE GRANTING INSTITUTION	SPECIALIZED ASSOCIATE DEGREE GRANTING INSTITUTION %
Montour	162	101	62.35%	101	62.35%	103	63.58%	2	1.23%	0	0.00%
Northumberland	772	368	47.67%	350	45.34%	381	49.35%	13	1.68%	18	2.33%
Snyder	318	142	44.65%	137	43.08%	145	45.60%	3	0.94%	5	1.57%
Union	326	204	62.58%	203	62.27%	207	63.50%	3	0.92%	1	0.31%
TOTAL	1578	815		791		836		21		24	

APPENDIX 3

Center for Workforce Information & Analysis
7/22/22

2022 High Priority Occupations for Central Workforce Development Area

SOC Code	SOC Title	Educational Attainment	Wages (2021)			Employment			
			Entry Level	Annual Average	Exper. Level	Estimated 2018	Projected 2028	Percent Change	Annual Demand
31-9091	Dental Assistants	PS	$31,950	$41,120	$45,700	390	410	5.1%	46
31-9092	Medical Assistants	PS	$28,670	$34,350	$37,190	910	1,100	20.9%	130
33-3012	Correctional Officers & Jailers	MT OJT	N/A	N/A	N/A	1,770	1,670	-5.6%	141
33-3051	Police & Sheriff's Patrol Officers	MT OJT	$41,030	$65,710	$78,050	1,090	1,140	4.6%	85
35-1012	Supervisors - Food Preparation & Serving Workers	WK EXP	$24,260	$36,220	$42,200	1,640	1,760	7.3%	272
37-1011	Supervisors - Housekeeping & Janitorial Workers	WK EXP	$29,120	$41,150	$47,160	360	380	5.6%	45
41-1011	Supervisors - Retail Sales Workers	WK EXP	$27,490	$43,510	$51,530	2,970	2,910	-2.0%	318
41-1012	Supervisors - Non-Retail Sales Workers	WK EXP	$49,600	$81,060	$96,790	520	510	-1.9%	48
41-9022	Real Estate Sales Agents	MT OJT	$29,310	$55,870	$69,150	430	440	2.3%	44
43-1011	Supervisors - Office & Administrative Support Workers	WK EXP	$37,290	$57,010	$66,860	2,420	2,390	-1.2%	249
43-3021	Billing & Posting Clerks	MT OJT	$27,280	$37,260	$42,260	820	920	12.2%	104
43-4111	Interviewers	ST OJT	$30,040	$37,720	$41,550	550	570	3.6%	70
43-5031	Public Safety Telecommunicators	MT OJT	$33,470	$42,420	$46,890	260	280	7.7%	28
43-5032	Dispatchers	MT OJT	$29,460	$44,920	$52,650	340	340	0.0%	32
43-5061	Production, Planning & Expediting Clerks	MT OJT	$33,300	$47,130	$54,040	480	510	6.3%	54
43-6014	Secretaries & Administrative Assistants	ST OJT	$26,480	$37,480	$42,970	5,630	5,110	-9.2%	549
43-9061	Office Clerks, General	ST OJT	$25,210	$38,340	$44,900	8,200	7,920	-3.4%	937
47-1011	Supervisors - Construction & Extraction Workers	WK EXP	$47,220	$68,870	$79,700	1,470	1,590	8.2%	170
47-2021	Brickmasons & Blockmasons	LT OJT	$39,000	$58,250	$67,870	270	290	7.4%	30
47-2031	Carpenters	LT OJT	$30,890	$46,660	$54,550	2,170	2,280	5.1%	242
47-2061	Construction Laborers	ST OJT	$30,380	$43,470	$50,010	2,360	2,540	7.6%	291
47-2073	Operating Engineers	MT OJT	$37,040	$51,660	$58,970	1,250	1,330	6.4%	158
47-2111	Electricians	LT OJT	$36,380	$55,200	$64,610	880	950	8.0%	113
47-2152	Plumbers, Pipefitters & Steamfitters	LT OJT	$34,300	$53,590	$63,240	550	600	9.1%	69
47-2211	Sheet Metal Workers	LT OJT	$40,010	$61,620	$72,420	190	210	10.5%	23
47-4011	Construction & Building Inspectors	WK EXP	$40,170	$56,030	$63,960	330	360	9.1%	46
47-4051	Highway Maintenance Workers	MT OJT	$32,080	$41,500	$46,210	900	950	5.6%	108
49-1011	Supervisors - Mechanics, Installers & Repairers	WK EXP	$46,170	$68,190	$79,200	820	860	4.9%	81
49-3023	Automotive Service Technicians & Mechanics	PS	$28,890	$42,180	$48,830	1,510	1,530	0	150
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	LT OJT	$33,120	$46,160	$52,680	580	600	3.4%	57
49-9021	Heating, A/C & Refrigeration Mechanics & Installers	PS+	$33,560	$47,330	$54,210	840	920	9.5%	94
49-9041	Industrial Machinery Mechanics	LT OJT	$39,590	$52,960	$59,650	680	740	8.8%	71
49-9052	Telecommunications Line Installers & Repairers	LT OJT	$54,710	$71,330	$79,630	N/A	N/A	N/A	N/A
49-9071	Maintenance & Repair Workers, General	MT OJT	$28,970	$43,390	$50,600	3,930	4,170	6.1%	415
51-1011	Supervisors - Production & Operating Workers	WK EXP	$40,920	$60,020	$69,570	1,560	1,590	1.9%	164

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2022 High Priority Occupations for Central Workforce Development Area

SOC Code	SOC Title	Educational Attainment	Wages (2021)			Employment			Annual Demand
			Entry Level	Annual Average	Exper. Level	Estimated 2018	Projected 2028	Percent Change	
31-9091	Dental Assistants	PS	$31,950	$41,120	$45,700	390	410	5.1%	48
31-9092	Medical Assistants	PS	$28,670	$34,350	$37,190	910	1,100	20.9%	130
33-3012	Correctional Officers & Jailers	MT OJT	N/A	N/A	N/A	1,770	1,670	-5.6%	141
33-3051	Police & Sheriff's Patrol Officers	MT OJT	$41,030	$65,710	$78,050	1,090	1,140	4.6%	85
35-1012	Supervisors - Food Preparation & Serving Workers	WK EXP	$24,260	$36,220	$42,200	1,640	1,760	7.3%	272
37-1011	Supervisors - Housekeeping & Janitorial Workers	WK EXP	$29,120	$41,150	$47,160	360	380	5.6%	45
41-1011	Supervisors - Retail Sales Workers	WK EXP	$27,490	$43,510	$51,530	2,970	2,910	-2.0%	318
41-1012	Supervisors - Non-Retail Sales Workers	WK EXP	$49,600	$81,060	$96,790	520	510	-1.9%	48
41-9022	Real Estate Sales Agents	MT OJT	$29,310	$55,870	$69,150	430	440	2.3%	44
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49-9041	Industrial Machinery Mechanics	LT OJT	$39,590	$52,960	$59,650	680	740	8.8%	71
49-9052	Telecommunications Line Installers & Repairers	LT OJT	$54,710	$71,330	$79,630	N/A	N/A	N/A	N/A
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2022 High Priority Occupations for Central Workforce Development Area

SOC Code	SOC Title	Educational Attainment	Wages (2021)			Employment			
			Entry Level	Annual Average	Exper. Level	Estimated 2018	Projected 2028	Percent Change	Annual Demand
51-2028	Elec. & Electromechanical Assemblers	MT OJT	$28,360	$35,670	$40,820	990	980	-1.0%	110
51-4041	Machinists	LT OJT	$35,190	$46,850	$52,700	630	650	3.2%	65
51-4121	Welders, Cutters, Solderers & Brazers	MT OJT	$33,450	$43,060	$47,870	1,050	1,120	6.7%	127
51-8031	Water/Wastewater Treatment Plant & System Operators	LT OJT	$40,410	$51,440	$56,960	300	290	-3.3%	26
51-9023	Mixing & Blending Machine Setters/Oprs/Tenders	MT OJT	$31,590	$41,180	$45,970	450	460	2.2%	53
51-9061	Inspectors, Testers, Sorters, Samplers & Weighers	MT OJT	$29,960	$40,550	$45,850	960	830	-13.5%	98
51-9111	Packaging & Filling Machine Oprs/Tenders	MT OJT	$27,890	$39,780	$45,730	1,460	1,520	4.1%	180
53-1048	Supervisors - Transportation & Material-Moving Workers	WK EXP	$34,330	$52,390	$51,430	730	770	5.5%	84
53-3032	Heavy & Tractor-Trailer Truck Drivers	PS	$33,870	$46,950	$53,500	5,030	5,310	5.6%	616
53-3033	Light Truck Drivers	ST OJT	$21,670	$39,450	$48,340	1,830	1,940	6.0%	225
53-7051	Industrial Truck & Tractor Operators	ST OJT	$29,800	$38,480	$42,820	1,000	1,030	3.0%	117

Educational Attainment Abbreviations:

Short-term or Moderate-term training (ST OJT or MT OJT) – basic tasks and skills are learned through a period of on-the-job training. A high school diploma may be required.

Long-term training (LT OJT) – a high school diploma and at least one year of on-the-job training or an apprenticeship.

Related work experience (WK EXP) – a high school diploma and training gained through hands-on work in a similar occupation.

Postsecondary training (PS or PS+) – training is gained through a postsecondary training program. Some period of related work experience may be required.

Associate Degree (AD or AD+) – degree completed after two years of full-time schooling beyond high school. Some period of related work experience may be required.

Bachelor's Degree (BD or BD+) – degree completed after four years of full-time schooling beyond high school. Some period of related work experience may be required.

Master's Degree (MD or MD+) – degree completed after two years of full-time schooling beyond a bachelor's degree. Some period of related work experience may be required.

Doctoral (PhD) or First Professional Degree (PROF) – degree programs requiring 3-6 years of education at the college or university level beyond a four-year bachelor's degree.

Susquehanna Valley
Community Education Project
Facilitating the establishment of a Susquehanna Valley Community College

The Economic Impact of the Proposed Susquehanna Valley Community College on the NUMS

EXECUTIVE SUMMARY

THE proposed new public Susquehanna Valley Community College (proposed college) will have an economic impact on a main service region comprised of Northumberland, Union, Montour, and Snyder Counties (NUMS) and an extended service region that includes Lycoming County (NUMSL). This executive summary answers five questions about the proposed college's economic impact on the NUMS:

THE NUMS

- What are the short-run impacts associated with the construction and equipment spending to open the proposed college?

- What are the long-run impacts generated by the proposed college's day-to-day operations spending?

- What are the long-run impacts created by the spending of retained and relocated students who will attend the proposed college?

- What are the long-run impacts produced through the increased earnings and productivity of alumni and trainees actively working in the regional workforce?

- What is the total economic impact of the proposed college on the NUMS economy?

Additionally, this report considers the impact of COVID-19 on the programs expected to be trained for at the proposed college and relevant jobs in the NUMS. This economic analysis was prepared by Emsi, the leader in labor market data and economic analysis for higher education institutions.

Overview of key results

The total economic impact of the new community college on the NUMS economy from FY 2022 to FY 2032 will amount to a present value of **$78.5 million** in total added income. This is comprised of $2.6 million in short-run capital spending impacts, $39.7 million in long-run operations spending impacts, $15 million in long-run student spending impacts, and $21.3 million in long-run alumni impacts. It is also expected that the proposed college will have grown significantly

enough by 2024, **2.9 years** after construction begins, to recover the costs of not only the capital investment, but the annual costs of keeping the proposed college operational. Additionally, the $1.2 million in capital investment made by the local government to open the proposed college is expected to generate a **return on investment of 2.5.** In other words, for every dollar the local government invests in opening the proposed college, the proposed college will fully recover the dollar and generate an additional $2.50 in benefits for the NUMS economy.

Economic impact

TOTAL IMPACT FROM FY 2022 TO FY 2032, UNDISCOUNTED
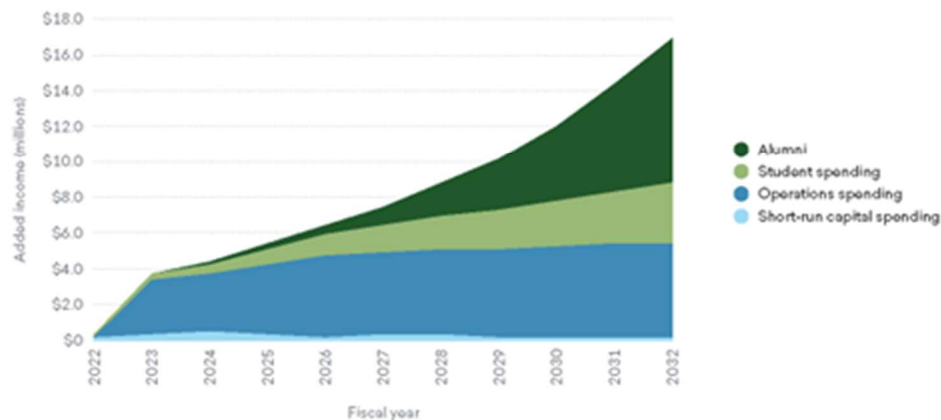
Short-run capital spending impacts

As the $13.1 million in capital investment is spent on renovations, construction, and equipment, the proposed college will create new economic activity that will ripple throughout the region. Because this analysis only looks at capital funding until FY 2032, we do not look at the long-run annual impacts for capital spending that may occur after the final year of analysis.

This new economic activity will amount to a present value of **$2.6 million** in total added income for the regional economy.

Long-run operations spending impacts

As the proposed college becomes operational, it will spend money on day-to-day operational expenditures, including expenses to support new employees and spending on other supplies and services. These operations spending impacts will begin in FY 2022.

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From FY 2022 to FY 2032, the operations spending resulting from the proposed college will create a present value of **$39.7 million** in total added income for the regional economy.

Long-run student spending impacts

With a community college in the NUMS, many students will be able to stay in the region rather than leave to attend college elsewhere. Some students will also relocate to the NUMS from outside the region in order to attend the proposed college. The money these retained and relocated students will spend toward living expenses in the region is attributable to the proposed college.

From FY 2022 to FY 2032, the spending from retained and relocated students will create a present value of **$15 million** in total added income for the regional economy.

Long-run alumni impacts

The proposed college will not only create new alumni who would not have otherwise been served, but it will respond to the needs of a growing economy and demand for skilled workers. These alumni will start positively impacting the regional economy in FY 2022. This analysis is capped at FY 2032; however, the number of alumni trained as a result of the proposed college will continue to grow long after.

The added earnings and increased productivity of these students will create long-run impacts across the regional economy. From FY 2022 to FY 2032, these alumni will generate a present value of **$21.3 million** in total added income.

Total impact

From FY 2022 to FY 2032, the present value of short- and long-run impacts created by the proposed college will provide a total economic impact of **$78.5 million** in total added income for the NUMS economy.

The total annual impact from the long-run operations and student spending, as well as alumni, from the proposed college will be at least **$16.7 million** in total added income for the NUMS. This is equivalent to supporting **270 jobs** every year.

PRESENT VALUE IMPACTS, FY 2022 TO FY 2032	
NUMS	**NUMSL**
Short-run capital spending	
$2.6 MILLION	$3.1 MILLION
Long-run operations spending	
$39.7 MILLION	$42.2 MILLION
Long-run student spending	
$15 MILLION	$20.5 MILLION
Long-run alumni	
$21.3 MILLION	$26.1 MILLION
TOTAL IMPACT	
$78.5 MILLION	$91.9 MILLION

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Return on investment

An estimated $1.2 million of the capital investment is expected to come from the local government. In return, local taxpayers will receive an estimated present value of **$4.2 million** in added tax revenue stemming from the higher student earnings and increased output of businesses from the impacts discussed above.

These benefits and costs yield a **benefit-cost ratio of 3.5**, indicating a profitable investment. The taxpayer's average annual **internal rate of return is also 26.4%.**

The local taxpayer's investment is expected to generate a **return on investment of 2.5**, meaning that for every dollar the local government invests in opening the proposed college, the proposed college will fully recover the dollar and generate an additional $2.50 in benefits for the NUMS economy.

Education is also statistically associated with a variety of lifestyle changes that generate social savings. Studies show that as students become more educated, they commit less crimes, are healthier, and are less reliant on government programs like welfare. All of these benefit local taxpayers and society as a whole in the NUMS.

LOCAL TAXPAYERS
RETURN ON INVESTMENT

NUMS	NUMSL
Return on investment	
2.5	2.5
Benefit-cost ratio	
3.5	3.5
Annual internal rate of return	
26.4%	25.7%

Implicit multiplier

The implicit multiplier is the present value of added income divided by capital spending on the proposed college. From FY 2022 to FY 2032, every dollar of the $13.1 million of the proposed college's capital spending will create a present value of $5.98 in added income throughout the region.

Payback period

By FY 2024, **2.9 years** after construction begins, it is expected that the impacts generated by the proposed college will have grown significantly enough to recover the costs of not only the capital investment, but the annual costs of keeping the proposed college operational.

Enrollment sensitivity analysis

Sensitivity analysis measures the extent to which a model's outputs are affected by hypothetical changes in the predicted input data for the proposed college.

If actual enrollment increases, the proposed college will receive more in tuition and fees and be required to hire more faculty and staff to support the students attending the college.

The table below displays the total economic impacts of the proposed college at the base case and at 10% and 20% increase in operations spending, student spending, and alumni variables.

SENSITIVITY ANALYSIS OF THE PRESENT VALUE OF TOTAL ECONOMIC
IMPACTS, TOTAL FROM FY 2022 TO FY 2032

% variation in assumptions	Base case	10%	20%
Labor income (thousands)	$63,964	$70,131	$76,298
Non-labor income (thousands)	$14,505	$15,889	$17,273
Total added income (thousands)	$78,470	$86,020	$93,571
Sales (thousands)	$207,357	$226,365	$245,373

The effect of COVID-19 on proposed programs

This analysis captures a short-run view of how programs expected to be trained
for at the proposed college[1] are currently being impacted in the NUMS by the
COVID-19 pandemic. In the long-run, the programs are projected to train for
jobs growing and in-demand in the region.

The *COVID Impact Index* captures the change in daily job postings from the
pre-COVID Period to the COVID Impact Period, whereas the *COVID Response
Index* captures the change in daily job postings from the COVID Impact Period
to the COVID Response Period.

Index scores range from -5 to +5, with positive scores indicating growth in daily
job postings and negative scores indicating a decline in daily job postings.[2]

TOP 10 PROPOSED PROGRAMS WITH THE HIGHEST COVID RESPONSE INDEX

CIP code	CIP title	COVID Impact Index	COVID Response Index
15.0702	Quality Control Technology/Technician	5.00	5.00
51.1009	Phlebotomy Technician/Phlebotomist	-2.00	5.00
49.0205	Truck & Bus Driver/Commercial Vehicle Operator & Instructor	0.86	4.32
51.1004	Clinical/Medical Laboratory Technician	-1.00	3.00
52.1803	Retailing & Retail Operations	0.40	2.32
51.0910	Diagnostic Medical Sonography/Sonographer & Ultrasound Technician	-3.00	2.00
51.3999	Practical Nursing, Vocational Nursing & Nursing Assistants, Other	1.39	1.80
52.0401	Administrative Assistant & Secretarial Science, General	3.29	1.27
51.0814	Radiologist Assistant	4.00	1.00
51.0713	Medical Insurance Coding Specialist/Coder	-1.00	1.00

1   Proposed programs provided by the SVCEP. For each program, we assigned a Classification of Instructional Pro-
    grams (CIP) code that closely reflects the nature of the program. They are not precise matches for the programs
    that will be offered at the proposed college.
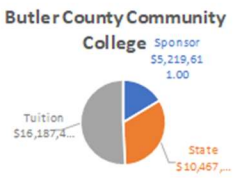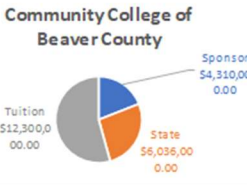2   For more details on how the COVID Impact and Response Indices are calculated, see the main report.
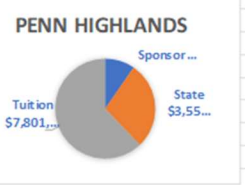
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TOP 10 PROPOSED PROGRAMS WITH THE LOWEST COVID RESPONSE INDEX

CIP code	CIP title	COVID Impact Index	COVID Response Index
46.0201	Carpentry/Carpenter	-2.82	-3.00
51.0806	Physical Therapy Technician/Assistant	-3.33	-2.49
46.0503	Plumbing Technology/Plumber	-1.76	-2.02
51.0706	Health Information/Medical Records Administration/Administrator	-1.00	-2.00
51.2306	Occupational Therapy/Therapist	-2.00	-2.00
51.0805	Pharmacy Technician/Assistant	-1.90	-1.90
51.0810	Emergency Care Attendant (EMT Ambulance)	0.86	-0.86
51.0904	Emergency Medical Technology/Technician (EMT Paramedic)	0.86	-0.86
46.0302	Electrician	-0.62	-0.63
48.0508	Welding Technology/Welder	-0.15	-0.05

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APPENDIX 5

Community College	Butler County Community College	Beaver County Community College	Pennsyvania Highlands Community College Cambria Coounty
Founding	1965	1966	1993
Funding Per Year (2019)			
Local *(Cambria County)	$ 5,219,611.00	$ 4,310,000.00	$ 1,205,000.00
State	$ 10,467,538.00	$ 6,036,000.00	$ 3,556,071.00
Tuition & Fees	$ 16,187,418.00	$ 12,300,000.00	$ 7,801,724.00
Total	$ 31,874,567.00	$ 22,646,000.00	$ 12,562,795.00
Enrollment (FT nd PT)	2,506	2562	2658
credit	2000	2500	
non-credit	15000	2500	
Programs			
Associates, certificates, diplomas	81	65	45
Tuition	$177/credit	$335/credit	$233/credit
Economic Impact	$148 M annually (2017)		$58.7M annually (2017)

Susquehanna Valley Community College	Susquehanna Valley Community College	Susquehanna Valley Community College
Year 1	Year 2	Year 3
$ 1,200,000.00	$ 1,200,000.00	$ 1,200,000.00
$ 1,200,000.00	$ 1,200,000.00	$ 1,200,000.00
$ 1,050,000.00	$ 1,575,000.00	$ 2,712,500.00
$ 3,450,000.00	$ 3,975,000.00	$ 5,112,500.00
150 FTE	200 FTE x 2 semesters + 50 FTE summer	250 FTE x 2 semesters + 75 FTE summer
$292/credit	$292/credit	$292/credit

Prepared with assistance from:

Brenda L Holdren Business Consulting LLC