2023-2024   *STRATEGIC PLAN*
CLOSEOUT REPORT

Prepared by the Office of Institutional Effectiveness

Innovation at Work!

Table of Contents

Strategic Planning Committee Recommendation Results 2022-2023

1. **Allocate resources for retention and persistence initiatives for both students and employees.**

We've significantly expanded our commitment to experiential learning and comprehensive support services to help bolster retention. Students have immersed themselves in over 4,200 hours of hands-on experiences through various projects, field trips, and community engagements. This practical learning approach complements traditional classroom instruction, equipping students with real-world skills and fostering a deeper understanding of their chosen fields.

Concurrently, we've reinforced support systems to address the unique needs of our students. The Student Hub has expanded its services, providing increased support to over 44 students. Additionally, we've enhanced tutoring opportunities, including group sessions and open lab hours, to create a more inclusive and supportive learning environment. Adding a dedicated staff member to our counseling and disabilities services further demonstrates our commitment to student well-being and academic success.

For our employees, we've implemented a robust onboarding process, complete with a comprehensive checklist to ensure a smooth transition into their roles. Regular check-in periods offer ongoing support and opportunities for feedback, fostering a positive and engaged workforce. Moreover, we've invested in professional development initiatives, providing over 25 in-person workshops and numerous online resources to enhance employee skills and career growth. By cultivating a culture of continuous learning and development, we aim to empower our employees to reach their full potential.

2. **Emphasizing lower enrolled programs**

Efforts to increase lower enrolled programs have been significantly enhanced through targeted marketing campaigns and increased social media engagement. By highlighting these programs specifically, we raised awareness and generated interest among prospective students. Program-specific admission events provided tailored information and experiences, making the application process more engaging and informative. Enrollment increased shadow days offered to prospective students to give them firsthand experience of the programs, which proved crucial in their decision-making process. Expanding recruitment efforts into the Northeast Mountain Pocono region and appointing a dedicated recruitment advisor in Hazleton broadened our outreach, ensuring we connected with a broader pool of potential applicants. Collaboration between program directors and the Director of Enrollment led to strategic initiatives that successfully transitioned applicants from acceptance to deposit status, ultimately boosting enrollment numbers.

Additionally, faculty engaged program advisory boards members to generate innovative ideas for improving enrollment, leveraging their expertise and industry connections. These combined efforts significantly contributed to the growth in enrollment for these programs. The three Open House events also saw record attendance, reflecting the overall effectiveness of these combined efforts.

3. **Continue to expand diversity in all aspects of the college, from students to employees.**

The college has undertaken several successful initiatives to expand diversity, from students to employees. These efforts include implementing targeted recruitment strategies to attract a diverse student body, including outreach to underrepresented communities and partnerships with special programs that support diverse students. These efforts showed there was a 23 % increase in diverse ethnic races over the past year.

By implementing the Community Hub, the college has also increased opportunities for students from diverse backgrounds to ensure financial barriers do not hinder access to education. For employees, the college has focused on creating a more inclusive hiring process by expanding job postings to reach a broader audience. Professional development programs continue to be introduced to help foster an inclusive campus culture, ensuring all employees feel valued and supported.

The Diversity & Inclusion Committee had held many events on campus, with participation up from the prior year, all with the intent of raising awareness on different issues.

These efforts reflect the college's commitment to fostering a diverse and inclusive community, enhancing the educational experience for all students, and creating a welcoming workplace for all employees.

4. **Evaluate the objectives and KPI's for relevance and validity for the next academic year.**

During our Strategic Planning Committee meetings, we thoroughly reviewed the KPI metrics. We determined they should continue to be used for the remaining years of the strategic plan. This decision ensures consistency and facilitates ongoing tracking of our progress. However, to maintain the plan's dynamism and relevance, we will continue to review for validity to remain aligned with our current objectives. These metrics offer a comprehensive view of our performance, enabling us to adapt to changing conditions and seize emerging opportunities.

Strategic Planning Committee Recommendations – 2023-2024

1.   Review Low Enrollment Programs: Conduct a comprehensive evaluation of programs with low enrollment to identify potential areas for improvement or discontinuation.

2.   Integrate Sustainability and Green Technology into the Curriculum: Incorporate sustainability and green technology concepts into relevant courses to equip students with the skills needed for a greener future.

3.   Enhance Community Engagement through Curricular Partnerships: Foster stronger connections with the community by developing curricular partnerships that benefit both students and local organizations.

4.   Offer Flexible Scheduling Options: Explore ways to provide students with more flexible scheduling options to accommodate their individual needs and preferences
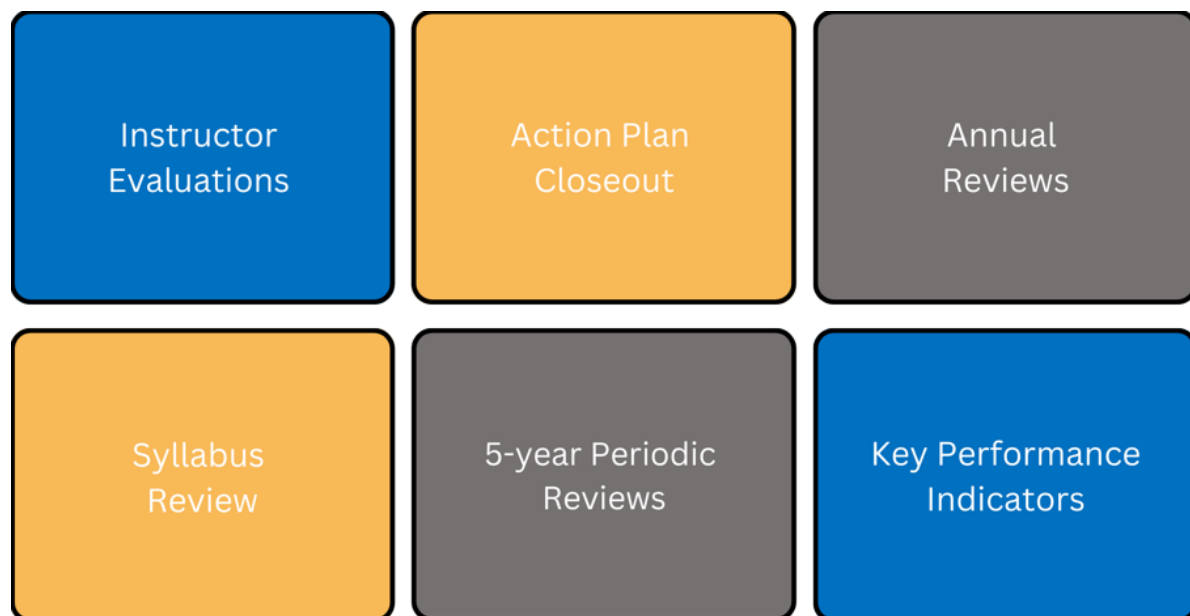
Innovation at Work - Year 3

Johnson College consistently engages in planning, evaluating, and assessing its resources, facilities, and the effectiveness of its program implementations. Emphasizing the holistic and evolving priorities of the institution, the Johnson College Innovation at Work Strategic Plan and mission statement guide these efforts. Several procedures are in place to evaluate the success of achieving its mission, supported by a well-defined institutional organization and shared governance structure. This structure facilitates administrative decision-making and resource allocation. Regular assessments are conducted at defined intervals, starting with faculty members regularly assessing students at the individual level. This assessment process extends to departments, programs, units, and the institution.

Institutional effectiveness at Johnson College is not a static concept, but a dynamic and continually evolving process. It involves systematically collecting, analyzing, and utilizing data and information aligned with our mission and vision goals. This process facilitates measuring outcomes, informing decision-making, and fostering continuous improvement. Institutional effectiveness is dynamic and continually evolving.

Our redesigned assessment process for the 2024-2025 academic year is centered on student achievement. Embracing dynamic assessment principles, aim to create a flexible and responsive framework that aligns with our strategic goals. They are crafted to foster a supportive assessment environment, enhancing the accuracy of measuring student achievement and enriching the learning experience with greater depth and significance.

To learn more about the 2021-2026 strategic plan and its implementation team members, please visit: https://johnson.edu/strategicplanning/

Instructor Evaluations	Action Plan Closeout	Annual Reviews
Syllabus Review	5-year Periodic Reviews	Key Performance Indicators

Data Collection Process

Assessments of Academic Programs and AES Units to evaluate the College's effectiveness in achieving its goals.
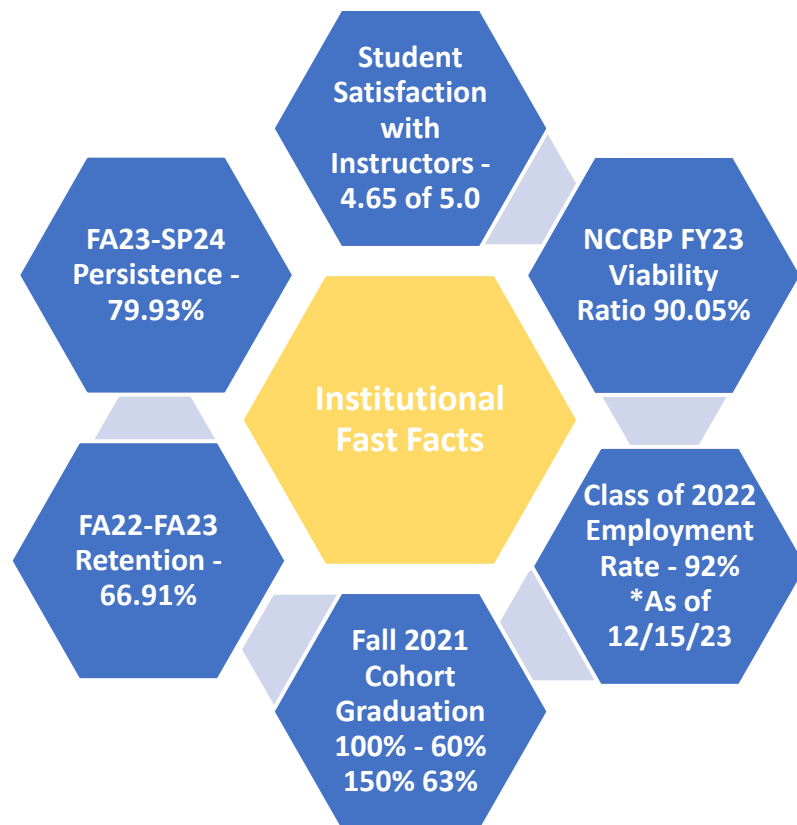
- Annual reviews
- 5-year periodic reviews
- Syllabi reviews
- Action plan close-out reviews
- Program analysis

Key Performance Indicators (KPIs) as relating to strategic plan objectives and institutional KPI's, which are monitored throughout the five-year *Innovation at Work* cycle to pinpoint areas requiring additional resources.
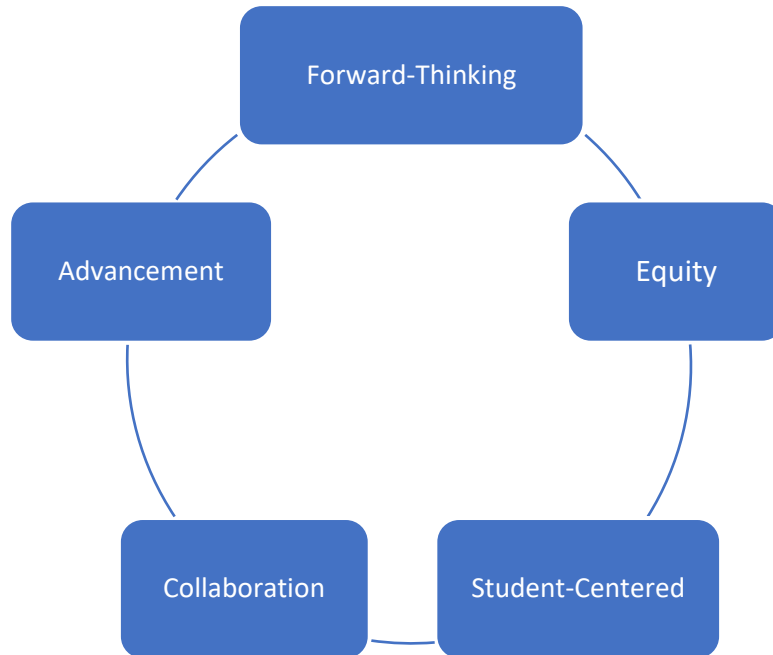
Proper adjustments to the budgeting process to align annual and multi-year budgets, ensuring effective resource allocation and alignment to strategic plan and department/program goals.

Internal and external feedback from surveys conducted throughout the year, which are used to make data-driven decision to keep the Strategic Plan dynamic and on a forward path to reaching the goals.

General Education assessments to monitor students' progress in these domains throughout their college experience for progression, facilitating the refinement of curriculum and strategies to best serve the students.

Student Satisfaction with Instructors - 4.65 of 5.0

FA23-SP24 Persistence - 79.93%

NCCBP FY23 Viability Ratio 90.05%

Institutional Fast Facts

FA22-FA23 Retention - 66.91%

Class of 2022 Employment Rate - 92% *As of 12/15/23

Fall 2021 Cohort Graduation 100% - 60% 150% 63%

Core Values

Vision

Johnson College's vision is to make the world our campus through industry partnerships and experimental learning by teaching the students of today the skills of tomorrow.

(7th Annual Carpentry Auction 4/24/24)

Mission

Johnson College provides industry focused, hands-on learning in a supportive environment and prepares graduates to enter into and advance into their careers.

(Celebration of Industry event 9/7/23)

ACADEMIC EXCELLENCE

Forward-Thinking

GOAL #1:

Foster a culture of innovative instructional practices to enhance students' academic performance.

Johnson College works to strengthen academic success through innovative classroom instruction, human resource practices, meaningful assessment, and program alignment with emerging technologies.

OBJECTIVES

OBJECTIVE 1.1
Support the College's focus on talent acquisitions, development and retention.

OBJECTIVE 1.2
Explore new opportunities for programs.

OBJECTIVE 1.3
Diversify the methods of instruction.

Academics

KPI METRICS

M1: # of in-house professional development opportunities offered

M2: # of participants at professional development opportunities

M1: # of certifications, certificates, degrees explored

M2: # of PAC recommendations

M1: # of experiential learnings opportunities

M2: # of flexible scheduling options

Goal #1 Progress

As we advanced into the third year of our strategic plan to sustain our academic excellence, the college provided more than 24 professional development opportunities were provided, engaging 589 participants. These opportunities, which are crucial in ensuring that the delivery and oversight of the learning experience stay current and relevant, have significantly enhanced the quality of education we offer.

Faculty engagement goes beyond the classroom, as 80% of our faculty bring over ten years of practical field experience to their roles, enriching academic discourse with real-world insights. Furthermore, nearly 40% of our faculty are alumni, fostering a connection to our institution.

Our institution's faculty composition showcases a dynamic mix of experience, education, and diversity. A substantial 64% of our faculty bring over five years of teaching experience, providing extensive pedagogical expertise in the classroom.

We continue to collaboration with external partners via our Program Advisory Committee (PAC), which offers guidance to faculty and administration on emerging technologies in all our institution's programs of study.

Seven Hybrid course sections were introduced to enhance students' online learning experience. Additionally, we initiated the exploration of four new program opportunities: Collision, Pre-Allied Health, Real Estate, and Broadband Accessibility during 2023-2024. These programs are currently in the exploratory phase.

Johnson College launched its Class A CDL Driver Training course at the new satellite campus in Hazleton's CAN-DO Training Center. Additionally, Johnson College extended its Distance Learning Program to cater specifically to high school and adult learners residing in Wayne, Pike, and Susquehanna counties. This innovative initiative provided students a direct route to complete any of Johnson College's seventeen 2-year associate's degree programs while staying within their local communities.

KPI Outcomes

Experiential and service learning
- 30+ opportunities
- 250 participants
- 4,200+ person-hours (nearly doubling from previous year)

Professional Development
- 26 opportunities
- 598 participants

Flexible scheduling options
- 6 - Distance Education, Industry Fast Track, Online, Hybrid, Continuing Education, Pre Employment Training (PETS)

22 field trips off campus
- 15 Industry visits
- 20 guest lecturers
- 38 Program Advisory Committee recommendations

Internships
- 107 student participants

Career Fairs
- 163 employers
- 419 attendees, including students and alumni

Mobile Training Laboratory Units
- 500+ participants in 2023-2024

DIVERSITY

Equity

GOAL #2:

Support the College's commitment to expand access, equity, diversity, and inclusivity.

Johnson College promotes an inclusive environment to expand and support a diversified population.

OBJECTIVES

OBJECTIVE 2.1
Identify, recruit, retain, and graduate a diverse student population.

OBJECTIVE 2.2
Foster an internal population at all levels of the college that reflects the diversity of the college service area.

OBJECTIVE 2.3
Develop targeted marketing efforts to reach underserved populations.

KPI METRICS

M1: Ethnicity rates
M2: # of students age 24+
M3: # diverse students
M4: # of PELL recipients
M5: # of Military
M6: # of non-traditional students in programs of study

M1: Expand recruitment strategies of hiring diverse and inclusive workforce

M2: Diversity of Program Advisory Committee members

M1: Student diversity representation in media platforms

M2: # of communication channels for underserved population

Goal #2 Progress

The college launched several initiatives to enhance diversity in all areas, from students to staff. These measures involve implementing targeted recruitment strategies to attract a diverse student population, reaching out to underrepresented communities, and partnering with specialized programs that support diverse students, staff, and Program Advisory Committee members.

Johnson College earned the esteemed 2024-2025 Gold Military Friendly® School designation, acknowledging its outstanding support for military-affiliated students.

The Human Resources Department has successfully expanded its recruitment strategies to promote a diverse and inclusive workforce. Building on existing systems, the department has incorporated research into new services, broadening the range of platforms used for recruitment.

Efforts on established platforms, such as Indeed.com, have been enhanced with the latest features, including Smart Sourcing, Matched Candidates, and the Indeed Resume tool. These tools have improved candidate diversity by allowing us to invite relevant candidates to apply for positions and search a comprehensive resume database, facilitating outreach for current and future roles.

Various departments worked together to improve the student food pantry, offering essential food resources to students facing food insecurities on campus and in the surrounding community. Employees participated in Safe Zone Training and Green Zone Training to bolster their understanding and support for inclusivity among students.

The Diversity & Inclusion Committee actively supported a range of campus events, such as Hispanic Heritage Month, Gender Equality Month, and LGBTQ+ History Month, and Celebrating Diversity Month, to name a few.

Our offering of the Parent Pathways of NEPA program assisted participants by providing underprivileged parents access to higher education to sustain their families. The Pre-Employment Transition Service (PETs), which is a paid employment transition opportunity for neurodivergent youth (18-24 years of age) with a post-secondary goal of employment, increased participants.

KPI Outcomes

23% increase in diverse ethnic races
55% of students received PELL funding
9% increase in non-traditional students in programs
90 participants in Girls on Fire event
48 participants in Women in Industry event
38 Military students; 16 completing degrees in 2024
103 students received assistance with food insecurities
New Spanish-language magazine
Food and Supply Drive for LGBTQIA+ youth
7+ Diversity & Inclusion events, with 158 attendees
15 participants in Parent Pathways of NEPA
23 participants in our RISE program

Grants:

- PPL STEM After School Program, 125+ participants
- AllOne Foundation Neurodiversity Grant
- Scranton Community Development Block Grant for ADA Compliance
- McGowan Charitable Fund RISE Program

STUDENT EXPERIENCE
Student-Centered

GOAL #3:
Integrate student support systems in a meaningful way to foster success.

Optimize effective student-centered services as they contribute to the educational experience and overall student success.
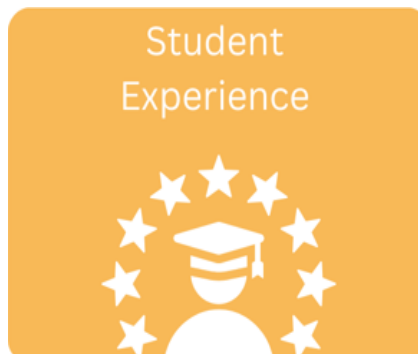
OBJECTIVES

OBJECTIVE 3.1
Improve customer service and communications for all potential and current students.

OBJECTIVE 3.2
Create flexible pathways that lead to employment opportunities.

OBJECTIVE 3.3
Evaluate and strengthen student support offerings.

Student Experience

KPI METRICS

M1: Opportunities for student interactions and intermingling
M2: Freshman Fall survey results regarding caring campus environment

M1: # of student participation in Internships
M2: # of Articulation Agreements with high schools and 4-year institutions
M3: # of students receiving PLA credits

M1: Advising
M2: Career Services
M3: Financial Aid
M4: Registrar Office
M5: Student Engagement
M6: Counseling & Disability services

Goal #3 Progress

On the annual Assessment Day, which aims to enhance student support offerings and increase satisfaction with student services, we recorded an average of 10% increase in our student support departments.

In March 2024, Enrollment and Financial Aid relocated to a shared suite in Ideal Saldi Hall, strategically situated near the Registrar's office. This new arrangement fosters enhanced collaboration between departments. The Counseling and Disability Services Office also relocated to its office in the Moffat Student Center, showing increased student visits. Students feel more comfortable seeking services due to the office's privacy.

Johnson College has collaborated with EdSights to introduce an Artificial Intelligence Chatbot for all students, scheduled to debut in Fall 2024. This chatbot features a Johnson College-specific knowledge base, enabling students to inquire about campus resources, which the chatbot promptly addresses. An outreach team comprising individuals from various campus departments has been designated to follow up with students when necessary. The proactive, chatbot initiates periodic check-ins with students to help and answer questions.

Johnson College offers both peer and professional tutoring to enhance our students' learning experiences, promote independence, and aid in the attainment of their personal objectives. These tutoring services are provided at no cost to currently enrolled students. Throughout the academic year 2023-2024, a total of 103 students benefited from tutoring services, totaling 732.75 hours of various forms of tutoring assistance.

KPI Outcomes

19 Student events with over 1,650 participants
92% employment in-field placement
107 students participated in Internship programs
12 Articulation Agreements with High Schools
6 Orientation days with 326 student attendees
105 Students received Prior Learning Assessment (PLA) credits

Customer Services:
- Training sessions on Learning Management System (D2L) throughout the year
- Hunger Free campus
- Safe Zone trained
- Community Hub served 44 students
- Student Support Services received an 88% satisfaction rating from students
- 93% of students reported feeling welcomed

Open Houses attracted more than 342 prospective students

Assessment Day recorded a participation rate of 30.69%, with 174 students responding

The Community Hub, within the Moffat Student Center, supported all students to ensure their success. Students can seek assistance regarding housing insecurity, food insecurity, childcare, utilities, and transportation. This support extends beyond Lackawanna County to encompass the surrounding six counties.

COMMUNITY
PARTNERSHIP

Collaboration

GOAL #4:

Enhance industry and community relationships for mutual benefit of students and the marketplace.

Create meaningful opportunities for lasting partnerships with industry and the community.

OBJECTIVES

OBJECTIVE 4.1
Expand and enhance industry relationships with those organizations that represent our educational offerings and reflect our values.

OBJECTIVE 4.2
Analyze workforce trends to ensure curriculum is meeting the regional community need.

OBJECTIVE 4.3
Expand student participation and opportunities in community and volunteer services.

Community Partnership

KPI METRICS

M1: # of Department of Industry relations outreach visits
M2: % of industry visit feedback put into action (Qualitative)
M3: # of opportunities for students to engage with industry

M1: # of program market analyses conducted prior to start of Fall recruitment season

M2: # of PAC member recommendations
M3: % of Career Fair employer survey results for student preparedness

M1: # of community services participants prior to graduation
M2: # of community service opportunities organized by the College

Goal #4 Progress

Johnson College commemorated the opening of its new gateway building, Ideal Saldi Hall, with a debut event held at the Scranton campus on April 3, 2024. Alongside the Saldi family, the community gathered for the opening, which will serve as the official entrance to the College. Our new gateway building, Ideal Saldi Hall, is a testament to our commitment to providing the best facilities for our students. This state-of-the-art building houses four labs, two general education classrooms, and the most advanced and high-tech conference room in all of NEPA, designed by Automated Lifestyles. It also provides office space for staff dedicated to serving our students directly.

Johnson College hosted its inaugural Celebration of Industry at its Scranton campus on Thursday, September 7, 2023, to celebrate the unique relationship between the College and its industry partners. Proceeds from the signature fundraising event will benefit the College's Innovation at Work Capital Campaign which will improve programs and facilities for student success.

Two Career Fairs were organized for all current students and alumni, fostering interaction between prospective employers and students across various academic levels. According to the employer survey conducted after these events, Johnson College graduates were evaluated by employers as being 80% prepared for employment upon graduation.

Dr. Katie Pittelli, President & CEO, enhanced our community partnerships by visiting 25 industry sites throughout the academic year. She also served as a distinguished guest speaker at The Institute Conference and this year's Empower event, both hosted in Northeastern Pennsylvania.

This year's annual Program Advisory Committee meeting was held, with an outstanding participation of 98+ attendees from various industry representatives. This meeting allows for partners to make recommendations based on current industry needs. Faculty will explore a total of 38 recommendations over the next academic year.

KPI Outcomes

240 Industry leaders, government officials, industry and community partners attended the Celebration of Industry event

163 Employers and 419 students attended the Career Fairs

15 Industry visits held throughout the year

205 Opportunities for students to engage with industry

268 Students completed community service prior to graduation

40 Community service opportunities organized by the College

Participation in The Institute, AICUP and NEAIR for networking with peer groups

12 Signed Articulation Agreements with High Schools

98+ attendees at the Program Advisory Committee (PAC) meeting, providing 38 recommendations for the coming year

107 Internship student participants

2,300 Clinical hours for Health and Animal Sciences

GOAL #5:

INSTITUTIONAL SUSTAINABILITY
Advancement

Optimize resources to reflect our continued commitment to responsible growth.

Ensure financial, human, physical, and technological resources are adequate to support our mission.

OBJECTIVES

OBJECTIVE 5.1
Align the internal budget processes to distribute resources on the basis of strategic priorities.

OBJECTIVE 5.2
Expand sources of funding to ensure sustainable financial stability.

OBJECTIVE 5.3
Pursue optimal development and use of existing facilities through strategic campus expansion.

OBJECTIVE 5.4
Enrich assessment practices for continuous improvement.

Institutional Sustainability

KPI METRICS

M1: % of budget tied to strategic priorities

M1: Grant revenue
M2: Continuing Education revenue
M3: Donations
M4: # of incoming Fall students
M5: # of students on campus as of Census

M1: Complete 70% of Master Plan by conclusion of strategic plan

M1: # of assessment training opportunities

M2: # of data-driven decisions in annual assessments

Goal #5 Progress

We successfully concluded the active solicitation phase of the Innovation at Work Capital Campaign, surpassing our goal by $2 million. The campaign culminated in a Celebration of Industry event and commemorating the College's strong ties with industry. Several grants were secured to fund new equipment and also an audit of facilities/policies/services to support our neurodivergent campus population.

There was a notable rise in planned giving, approaching $500,000, thanks to the Celebration of Industry event sponsors. The Capital Campaign also saw new pledges, and the Brick Appeal attracted contributions from alumni and non-alumni donors. Additionally, Gifts-In-Kind were significantly higher than last year, primarily due to the donation of the new board room in Ideal Saldi Hall, which features a suite of advanced conferencing technology.

Johnson College announced plans to construct a new advanced technology facility, Bracey Hall. This new facility will double the size of the current HVAC laboratory and offer additional training spaces for the Building Trades division.

A comprehensive review was done on Continuing Education to revitalize offerings to attract a wider audience, and also address challenges of low enrollment. Results of the review helped identify a new Director of Continuing Education, reinforcing our commitment to being a hub of continuous learning to meet the needs of the community.

The Network & Services department has made significant strides in enhancing campus security. They increased the number of internal and external cameras, installed outdoor Hot Spots, added door swipe access to Saldi Hall, and hired a new Help Desk Technician to improve response times to better serve students and staff.

KPT Outcomes
KPT Outcomes Revenue: Grants: • Congressional Appropriation • Federal Aviation Administration • Moses Taylor Foundation • Continuing Education revenue Donations: • Crescendo planned giving website • Gifts In-Kind Donations • Fundraising events • Capital Campaign raised $2+ million over goal 284 Incoming Fall students 621 On-Campus students 77 Identified data-driven decisions 12 Assessment training opportunities for staff

The Master Plan is being assessed to ensure it aligns with the financial plans and priorities outlined for the remainder of the strategic plan.

Our Enrollment Management plan forecast for Fall 2024 indicates approximately 333 new deposits for the Scranton campus and 17 for our Hazleton campus, surpassing last year's new
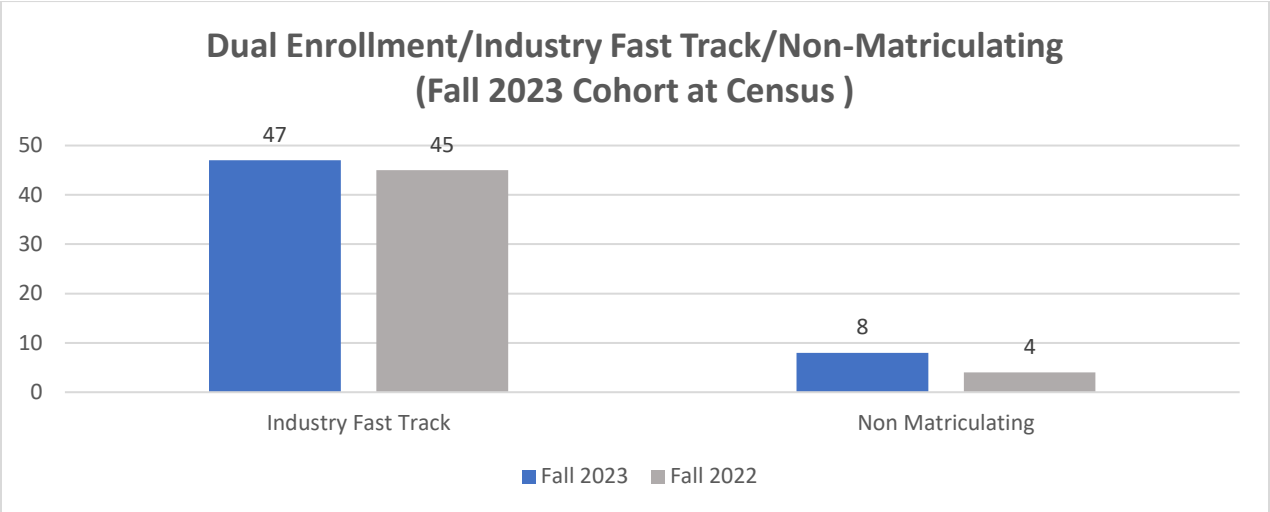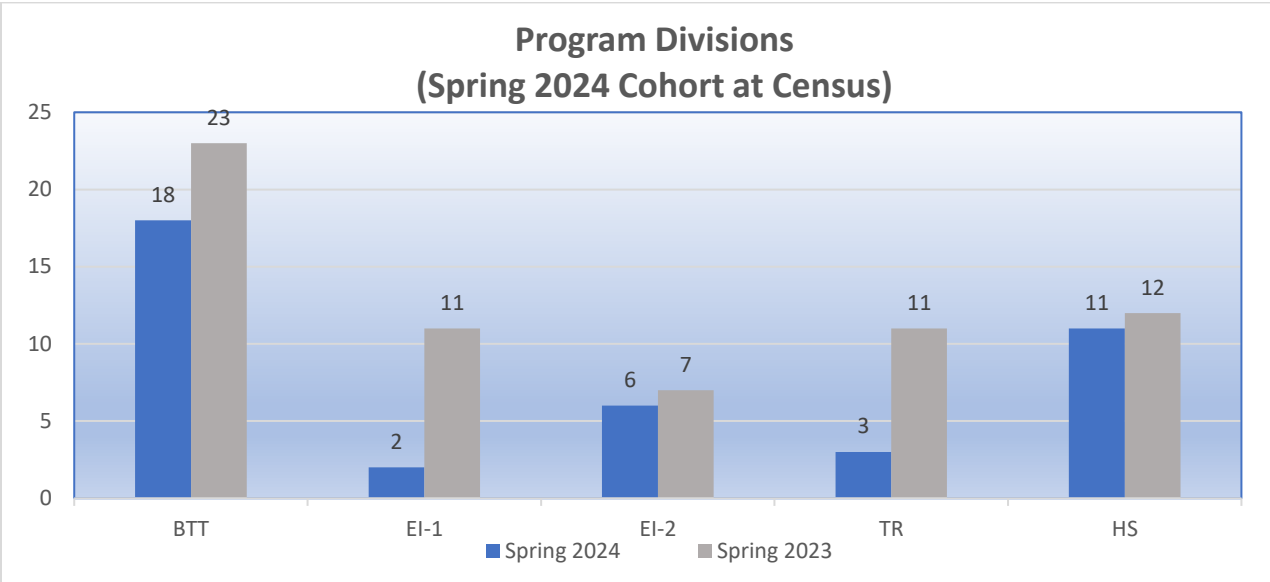
student numbers. Our Faculty-to-Student ratio remains low, 12:1, allowing for greater individual attention to each student.

The administration studied student enrollment capacity for the Scranton campus. Using current lab space and course credit hours, they determined the maximum cohort size for each academic program per year. The maximum number of students was determined to be 804, with every academic program running at capacity.

Enrollment Trends

- BTT – Building Trades Technology (ADT, BPM, CCM, ECT, HVAC, CDT)
- EI-1 – Electrical & Industrial (AMT, WFT, WTC, IND)
- EI-2 – Electrical & Industrial (BET, CIT, EET)
- TR – Transportation (AUT, DTT, HET, DPM)
- HS - Health Sciences (PTA, RAD, VEN)

Program Divisions (Fall 2023 Cohort at Census)

Program	Fall 2023	Fall 2022
BTT	134	122
EI-1	39	37
EI-2	17	28
TR	26	39
HS	38	49

Program Divisions
(Spring 2024 Cohort at Census)

Division	Spring 2024	Spring 2023
BTT	18	23
EI-1	2	11
EI-2	6	7
TR	3	11
HS	11	12

Dual Enrollment/Industry Fast Track/Non-Matriculating
(Fall 2023 Cohort at Census)

	Fall 2023	Fall 2022
Industry Fast Track	47	45
Non Matriculating	8	4

Employment Placement: Class of 2022

The College tracks placement based on graduation date of student

- ➤ # of Graduates: 176
- ➤ Unavailable for employment: 0
- ➤ Further Education: 6
- ➤ In-Field/Using Skills: 134
- ➤ Out-of-Field/Unemployed: 12
- ➤ Unknown: 24
- ➤ Placement Rate: **92%**

Enrollment

In Fall 2023, we admitted the inaugural cohort at the Hazleton Campus, nine students, featuring programs in Electrical Construction Technology, Welding Technology, and Building and Property Maintenance Technology.

Our Scranton Campus, enrolled 284 new students, reflecting a 3% increase from the previous year. Of these students, 18% were female, 82% male, and the remaining .4% identified as unspecified or another gender.

We had 70 Industry Fast-track students, 65 in Scranton, and five in Hazleton, for a total of 70, a 21% increase over the prior year. We also enrolled nine non-degree-seeking students.

Our total student body was 621, which is a 6% increase over the previous year. The average incoming student age being approximately 21. We had a rise in continuers from the prior year, however, we did see a decrease in the military population 2%.
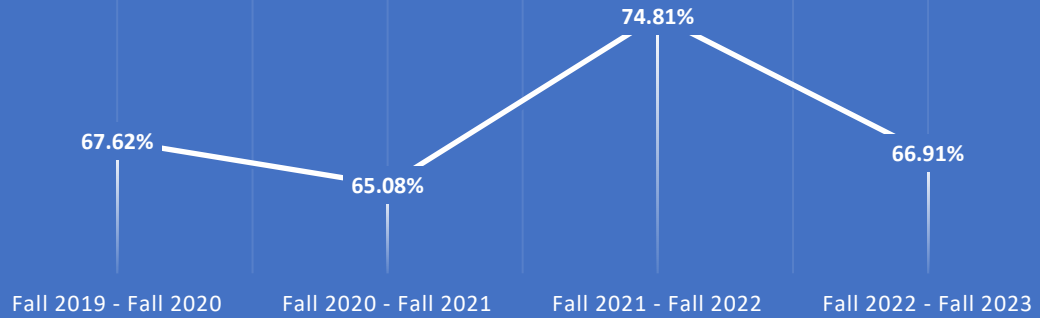
Throughout the year, our Open Houses welcomed 342 prospective students. From this group, we enrolled students from 47 distinct high schools and nine counties within Pennsylvania. Open House events surpassed previous attendance records.

Following the 2024 Assessment Day, 41% of participating students reported satisfaction with the enrollment process, while 48% expressed being very satisfied. Additionally, 90% of these students agreed that the information provided by the Enrollment department was accurate and transparent.
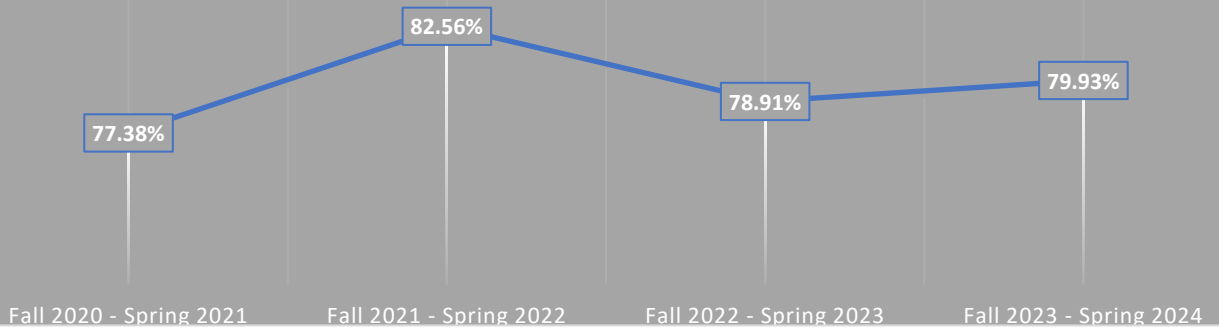
INSTUTIONAL RETENTION RATES

67.62% — Fall 2019 - Fall 2020
65.08% — Fall 2020 - Fall 2021
74.81% — Fall 2021 - Fall 2022
66.91% — Fall 2022 - Fall 2023

INSTITUTIONAL PERSISTENCE RATES

77.38% — Fall 2020 - Spring 2021
82.56% — Fall 2021 - Spring 2022
78.91% — Fall 2022 - Spring 2023
79.93% — Fall 2023 - Spring 2024

INSTITUTIONAL EMPLOYMENT SUMMARY

87.67% — Class of 2020
90.27% — Class of 2021
92.39% — Class of 2022
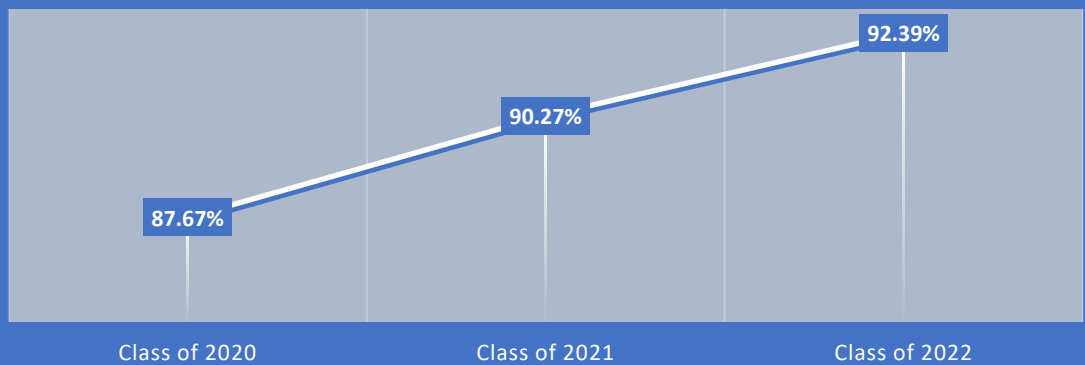
Commencement

The Johnson College Scranton campus was filled with anticipation as students and their families, staff, and faculty gathered to celebrate the College's largest graduating class at its 105th Commencement Ceremony, a momentous occasion and the most significant graduating class, on Saturday, May 11, 2024.

Graduates completed programs for Associate of Science and Associate of Applied Science degrees, academic certificates, and Readiness in Skilled Employment (RISE). Michele Bannon, Mayor of the City of Carbondale, gave the commencement address before degrees were presented by Katie Pittelli, Ed.D., President & CEO of Johnson College, and Heather Bonker, General Education Director of Johnson College.

Commencement in higher education is a truly magnificent celebration of achievement. It marks the culmination of years of dedication and the beginning of limitless possibilities, where hard work, perseverance, and dreams converge, paving the way for a future filled with endless opportunities and new beginnings.

Appendix A – AES Unit Summaries and Highlights

Note: The following is a summary of each and AES Unit for 2023-2024. Full assessment documents are located in the Shares drive under the Assessment Folder.

Administrative, Educational, and Student Support (AES) Units

Student Success

The department partnered with EdSights, an AI chatbot for campus support, with implementation starting in May and a scheduled launch in August. Throughout the academic year, the Associate Director of Student Success conducted 42 individual meetings with students, focusing on conduct, educational dialogues, and providing personalized support.

Our department secured a one-year contract with Elevated Culinary Services for campus dining and initiated plans to extend the partnership from May 2024 onwards. The Associate Director of Student Success coordinated a train-the-trainer session for Safe Zone in collaboration with the University of Scranton. Notably, we have successfully concluded the Hunger Free Grant in its final months, a testament to our ability to secure and manage external funding. Academic Advising transitioned to Academics in January 2024.

Attending 24 hours of student conduct training hosted by the Association of Student Conduct Administrators, the Associate Director of Student Success covered three key areas:

- History of the Profession and Legal Issues
- Core Skills
- Pathways to Resolution

Our department's commitment to continuous improvement is evident in the results of the Assessment Day survey. This year, student participation exceeded previous levels, with findings showing that students attended 1-2 events throughout the academic year. A significant majority (75%) of students agreed or strongly agreed that they were satisfied with the program offerings. In terms of academic support, an overwhelming majority (83%) of students felt that the Resource Center provided adequate assistance. Moreover, 52% percent of students also agreed or strongly agreed that they were satisfied with tutoring services.

Career Services

Career Services provides personalized meetings for students and alumni. Additionally, the department oversees INT 299 (Internship), organizing sessions within program areas to discuss internship requirements and expectations. This year, a record-breaking 107 students participated in internships.

Career Fairs are held twice a year in the fall and spring semesters, as well as collaboration with events with several other departments. There were 163 employers and 419 attendees at the Career Fairs, including students and alumni. Employee relations are continual methods of collecting data and are performed throughout the year, including surveys, placement data, and evaluations.

60% of eligible students were employed in-field, or indicated they were furthering their education. 95% of interns indicated they were still employed in their field; some changed companies.

Across both campuses, including IFT students, we've seen a significant increase in student pre-registrations for the Fall 2023 and Spring 2024 semesters career fairs. This growth in interest is a testament to the importance of our career fairs, and we will continue to emphasize this to freshmen at orientations and work with faculty and staff to promote pre-registration.

Our Senior Exit Survey at the time of graduation has provided valuable employment data, which we've used to feature many in-fields employed graduates on Marketing's #JCHired campaign. This successful social media campaign, developed in collaboration with Career Services, has been a powerful tool in showcasing the success of our graduates.

Career Services partnered with the faculty to organize industry visits, field trips, guest speakers, and Industry Immersion initiatives. They also visited all program areas to discuss internship opportunities. Career Services hosted resume workshops and mock interviews throughout the year to better prepare students for the professional world. The data is gathered through forms available on SharePoint.

Counseling & Disability Services

The Counseling and Disability Services department was moved to a new office space, which allowed the department to provide a waiting area for students and two offices where they could meet with staff. The new office space was able to provide a private area where students could utilize their accommodation of distraction-reduced testing without interruption or distractions. This year, an extra staff member was recruited to enhance the department's ability to support students promptly.

Counseling and Disability Services became part of the Hunger Free Campus task force to help students obtain resources in the community and on campus to combat food insecurities. Counseling Services continues to work with the Community Hub to help students with food insecurities obtain needed services.

Counseling and Disability Services continues to maintain a strong relationship with Academic Advising. This relationship helps with the retention of students and getting students to graduation. Sharing the same building as Academic Advising provides students with instant services that can help them succeed in their programs. Students have the opportunity to be brought to counseling services if they inform their advisor they are struggling with difficult emotions.

The department became part of the Behavioral Concern Team on campus, which focuses on addressing issues that students may be facing. Staff and faculty report these concerns and problems to the team.

The department attended and participated in professional development trainings that focused on inclusivity and ways to support a diversified population. They also participated in webinars to enhance our professional development skills. Webinars were held through Cengage, ACA, AHEAD, and PEC to assist with enhancing knowledge on pertinent topics in the college environment and how to handle them appropriately.

Counseling and Disability Services' Essential Support Series assists students with time management, organizational skills, study strategies, note-taking, and other areas where they may struggle. The Essential Support Series grows yearly, with more students and higher success rates.

College Advancement

With our fundraising efforts, we are progressing towards our goals by finalizing the various phases of our five-year comprehensive capital campaign, Innovation at Work. Additionally, we have focused on refining reporting processes and standardizing language used in fundraising materials.

In September 2023, the Director of Development, who had been employed for approximately six weeks, departed from the College. This position remained vacant until it was restructured into Manager of Fundraising Events role in June 2024. In November 2023, College Advancement was merged with College Relations.

By geotargeting schools and career fairs in the Hazleton area, as well as Wayne, Susquehanna, and Pike Counties, the College enhanced its marketing efforts to reach potential students. This initiative involved collaborating with a newspaper in Hazleton aimed at the Spanish-speaking residents.

In May 2024, a collaborative effort between enrollment, career services, and our department led to the successful creation, marketing, and execution of the inaugural Career & Community Resources event at the Hazleton campus. This event attracted participation from over 20 industry partners. The 31st Annual Golf Open raised over $51,000 for Presidential Scholarships, a 6% increase from the previous year's event.

College Advancement plans to establish an initiative leveraging all facets of the restructured College Advancement Department, including alumni relations and marketing, to enhance fundraising endeavors and elevate brand visibility. This initiative highlights student and faculty achievements, and share inspiring "feel-good" stories to engage donors and the community.

Continuing Education

The Department of Continuing Education provides adult students opportunities to enhance their skills, stay ahead of the competition, learn new technologies, and advance in their careers.

Following the coordinator's recent departure from our department, we took the opportunity to reassess the role. After thoughtful deliberation, we have decided that appointing a Director for Continuing Education would better suit our needs moving forward rather than reinstating the Coordinator position.

The Continuing Education Department remains dedicated to upholding rigorous education and training standards, ensuring our students are thoroughly prepared for their professional paths. At the same time, our programs continuously adapt to meet evolving workforce demands. The recent appointment of a new Director for Continuing Education aims to strengthen strategic direction and enhance program success.

The Continuing Education program has encountered ongoing challenges with low enrollment, possibly influenced by outdated perceptions that associate it primarily with traditional classroom formats rather than the diverse and flexible classes available. Historically, our annual enrollment has averaged around 325 students. Encouragingly, we are experiencing a positive trend this year, with projected enrollment numbers expected to reach approximately 370 by the end of April.

The Continuing Education program fosters robust partnerships with local industries to ensure our course offerings remain relevant and current. Our courses are frequently led by seasoned industry professionals, offering invaluable real-world perspectives. We also provide a range of learning formats, including in-person and online classes, to accommodate diverse student needs and enhance accessibility to education.

Enrollment Services

In Fall 2023, we welcomed our inaugural class at the Hazleton Campus, introducing programs in Electrical Construction Technology, Welding Technology, and Building and Property Maintenance Technology. The Enrollment team transitioned to Ideal Saldi Hall in March 2024, now conveniently situated in Suite 101 alongside Financial Aid services.

This year, 342 prospective students attended our Open Houses. From those who completed the 2024 Assessment Day and responded to the Enrollment Services survey, 41% expressed satisfaction with the enrollment process, while 48% reported being very satisfied.

For Fall 2023, we enrolled 284 students, which also marked an increase in continuing students from the previous year. The military population in the incoming class decreased by 2%, whereas non-white enrollment increased by 1%. Our student body hails from 47 different high schools and represents 9 counties across Pennsylvania.

Our dual enrollment program continues to grow and thrive. We currently have articulation agreements with twelve high schools where classes a student takes at their high school could be awarded college credit. We are excited to expand our partnerships to include students in districts outside of our feeder schools by promoting dual enrollment in the high school, our Hazleton Campus, and online options for general education classes.

The Enrollment Department sponsored and attended the School Counselor's Conference at Kalahari Resort. Our sponsorship allowed us to mix and mingle with guidance counselors across Pennsylvania. This networking opened opportunities for dual enrollment and provided an additional option to students who don't want to attend four-year colleges or universities.

The Enrollment Department has worked with our marketing team in partnership with Condron Sweda Advertising to create new material that reaches underserved populations. Our primary focus was to target individuals around the Hazleton Campus to promote that campus. Enrollment produced print and media materials in both English and Spanish. The messaging was also changed to explain better who Johnson College is to those who may not have heard of us before.

The first Scranton/Wilkes Barre College Fair took place at Johnson College. It featured representation from ten colleges and universities, along with two community resource tables. Fourteen prospective students attended the fair with their families, making a promising beginning for an event.

Industry and Community Engagement (ICE)

The Special Programs area within Office of Industry and Community Engagement (ICE) welcomed two new Special Program Coordinators as Readiness is Skilled Employment (RISE) hit record enrollment. The RISE program had an exciting year winning an award as "Best Collaborative" at the 2024 Scranton Area Foundation Learning Conference. The award-winning RISE program is outperforming its peer programs, which have been in existence 7+ years. Due to this success, the RISE program expanded to another institution and is looking to continue scaling up at other locations.

The Community Hub experienced an overwhelming demand for food-insecure students post-Hunger Free Campus Grant leading the Hub to partner with Weinberg Food Bank to offer the "Refuel Station", an on-campus food pantry option with non-perishable and hygiene products for the campus community. The Community Hub continues to develop this year serving 10% of the student population.

The Community Engagement area within Office of Industry and Community Engagement (ICE) expanded to include a Community Engagement Coordinator. The continued outreach of STEM programming to our local community aided 1200 people. This number includes the 98+ girls that attend our Girls on Fire event, 125 middle school students within our STEM Learning Lab program, and 30 summer campers.

Academics

The staffing of the Registrar's Office and the Chief Academic Officer remained consistent over three consecutive semesters, providing stability in the Office of Academics and facilitating updates and improvements in policies and procedures.

In January 2024, Academic Advising transitioned from Student Affairs to Academics. Academic advisors now report directly to the Chief Academic Officer. Enhancing clarity regarding the role and responsibilities of academic advising within the campus community was prioritized, alongside the review and potential modification of probation policies, attendance monitoring, advising forms, and graduation processes for the 2024-2025 academic year.

Approval was granted for the position of Director of Academics for the 2024-2025 academic year. This role will oversee all one-year and two-year academic degree programs and shape Johnson college's academic vision. It is pivotal in ensuring the seamless operation and improvement of academic programs. Responsibilities include: developing new programs and curricula, evaluating academic offerings, ensuring accreditation and compliance, overseeing academic probation and dismissal processes, providing instructional design support, and supervising academic advising.

Growth opportunities in academics hinge on faculty support and effective implementation. Faculty participation in updates will necessitate training. Given the diverse composition of our faculty, comprising full-time, adjunct, and technologically proficient members, implementing changes may proceed gradually and encounter resistance.

Facilities

The Facilities team oversees all ongoing construction projects, engages with contractors to assess progress, addresses queries, and resolves issues. We manage requisitions for materials and process payments to contractors for completed work.

The Associate Vice President (AVP) will also participate in Council Board meetings to discuss building audits and plan future projects. The department collaborates with design engineers to obtain drawings for approved projects, initiating the building process. The AVP presents progress reports and future project plans to both the college council and board members.

The Facilities team also convenes with faculty and staff, individually or through the Space Utilization Task Force to review necessary room modifications or usage changes. The AVP supervises the maintenance and cleaning teams and is responsible for the upkeep of grounds and buildings. Additionally, the Facilities team monitors campus air handling equipment to ensure comfortable temperatures for students and staff.

Based on Assessment day results from students that used any type of Johnson College's facilities, there was a 91% satisfaction rate

Faculty

Four instructors have joined the team, with two now stationed at the Hazleton campus, raising the ratio of full-time faculty to over 50%. Each new full-time faculty member receives mentorship and completes the mentoring program. Additionally, promotions were awarded to the Associate Director of Faculty and the Chairpersons of the Building Trades, Health Sciences, and Electronics divisions. Furthermore, one faculty member opted for the phased retirement plan.

Johnson College identified more than 30 student opportunities the past year, totaling over 4,200 person-hours, nearly double the previous year's total. These community project opportunities were organized by various faculty to assist with students' hands-on experience.

Additionally, Johnson College organized 22 field trips, hosted 20 guest lecturers, and facilitated 15 industry visits, highlighting the institution's commitment to providing a comprehensive education that extends beyond traditional coursework. These efforts underscore the college's dedication to preparing students for the challenges and opportunities they will face in their future careers.

The student volunteer hours, exceeding 70 in total, not only benefit the communities they serve but also contribute significantly to their personal and professional development of the students. Student satisfaction with instructors was rated at 4.6 on a Likert scale ranging from 1 to 5, reflecting high student satisfaction levels.

Two faculty members participated in additional training, and one is working towards completing their degree, which is expected to finish this fall. A total of 25 professional development opportunities were provided to faculty across two semesters, an increase from the 23 offered last year. Collaboration with HR continued, resulting in a leadership series for professional development offered to both faculty and staff.

Faculty have been actively re-evaluating their general education courses to ensure relevance to their respective fields and they are realigning the curriculum accordingly. The first cohort's digital version of the general education test will be analyzed to assess its effectiveness.

A highly successful Program Advisory Committee meeting took place in April of 2024, drawing more than 98 participants which led to 38 recommendations to faculty. Off-campus learning opportunities were conducted at Five Star and Simplex.

The campus committee structure underwent reorganization to adopt a shared governance approach. This initiative aims to allow faculty to take leadership roles within ten committees, ensuring they have a voice in the college's decision-making processes.

Finance

The Finance Department has been actively engaging students through various initiatives this year, including D2L training, orientation presentations, and participation in student success classes. The impact of these efforts is evident in the significant increase in FAFSA completion among returning

students. As of June 12, 2024, 88% of returning students had completed their FAFSA, showcasing the effectiveness of direct outreach and support provided by the Finance Department.

The Financial Coordinator was moved to the Moffat building to increase financial communications between students, faculty, and staff, enhance engagement activities, and foster better communication with the Advising department.

These strategies aim to promote financial stability, transparency in student billing, and enhanced communication across departments at Johnson College.

Financial Statements for April 2024 show a year-over-year decrease in tuition receivable of $218,000 year over year. The Hazelton Business Plan includes 3-year financial projections for the new campus to determine profitability and potential for adding new programs.

Finance created new charts to provide the Board with monthly access to real-time financial data, supplementing the quarterly Board meetings. Third-party external auditors confirmed that all financial statements fairly represent Johnson College's financial position and operations. They reported no findings on the single audit.

These data sources and tracking mechanisms provide comprehensive insights into the financial health, operational effectiveness, and strategic direction of Johnson College, supporting its goals and objectives.

Human Resources

This past academic year marked significant growth and accomplishments for the institution and the HR Department. With consistent staffing for over five years, the department achieved numerous milestones and implemented several new initiatives to enhance employee engagement, retention, and overall well-being.

The HR Coordinator was promoted to HR Generalist in July 2023. Additionally, the Director of Human Resources was inducted into the Northeast Pennsylvania Society of Human Resources Board of Directors.

Significant efforts were made to recruit and onboard staff and faculty for the new satellite campus in Hazleton. The main campus in Scranton also saw the largest employee office moves in the College's history with the opening of Ideal Saldi Hall.

To enhance employee engagement and retention, the department implemented New Employee Check-in Periods for all new full-time hires, including reviews at 30, 60, and 90 days. A flexible work schedule was introduced, allowing employees to choose between an 8:00 a.m. to 4:30 p.m. schedule with a one-hour lunch or an 8:00 a.m. to 4:00 p.m. schedule with a half-hour lunch.

Wellness initiatives were a key focus this year. The Wellness Fair returned in September 2023, featuring 15 vendors and engaging employees, students, and vendors. A new internal wellness newsletter titled "Wellness Workdays" was launched, and wellness screenings were provided throughout the year in partnership with Geisinger Insurance. Plans are underway to host another Wellness Fair in the Fall of 2024.

The "Leadership Series" management training program provided valuable training, covering topics such as communication skills, conflict management, work habits, and performance evaluations. Additionally, a New Employee Onboarding Checklist was developed and distributed to assist managers with onboarding new employees.

The HR Department organized various activities and events to foster employee engagement, including breakfasts, luncheons, volunteer opportunities, service awards and recognition lunches, happy hours, National Minority Mental Health Awareness Month, Title IX Training, Random Act of Kindness Day, Leap Day, Women's Appreciation Week, Take Your Daughters and Sons to Work Day, Holiday Toy Drive, Summer Office Hours, a continued Hybrid Work Schedule, and several safety trainings.

The HR Department's efforts have significantly contributed to the institution's growth and have enhanced the overall employee experience. The department remains committed to fostering a positive and engaging work environment for all employees.

Office of Institutional Effectiveness (OIE)

Regular assessment of the efficiency across all college departments, aligned with its mission and objectives, is essential to ensure the institution maintains high standards and meets best practices in higher education.

This year, the Johnson College Advisory Committee (JCAT) worked collaboratively to fulfill its advisory, monitoring, and coordinating responsibilities to foster a culture of planning and assessment to enhance efficiency and effectiveness. JCAT's duties included reviewing AES units and program annual assessment reports, conducting 5-year periodic reviews, and overseeing syllabus content. JCAT ensured all these reviews were completed according to the established timelines.

This year, we completed our first cohort electronic General Education assessment using our Learning Management System (D2L). This assessment involved testing incoming first-year students and re-testing the same cohort in their senior year to assess growth and proficiency across various general education categories.

The data indicated a clear upward trend in student growth in General Education topics, showing an increase from 66% to 72% proficiency.

The Office of Institutional Effectiveness (OIE) welcomed a full-time Institutional Effectiveness Data Analyst in October 2023, marking a significant addition to the department. The Data Analyst

has undergone cross-training for all responsibilities within the Office of Institutional Effectiveness (OIE), with plans for ongoing training throughout the upcoming academic year.

In Spring 2024, the annual Assessment Day provided valuable feedback and data on programs of study and academic services available to students. Evaluation kit distributed Course instructor evaluations for Fall and Spring 2023-2024 were distributed to Program Directors to gather feedback on course instruction.

The Office of Institutional Effectiveness achieved its goals by participating in Jenzabar's offered Info maker report training, customizing reporting processes, and collaborating with various departments to ensure data accuracy.

The Director remained actively engaged, collaborating with our benchmarking company, NCCBP, and participating in external AICUP meetings off-campus to network and gain insights into challenges and successes at other institutions. The Director also prioritized professional development opportunities and participated in all Jenzabar-related trainings and best practices.

All external reporting was completed accurately and on time, thanks to collaboration with our Admissions department. Moving forward, we intend to maintain this collaborative approach with Academics, Registrar, and Enrollment to ensure ongoing reporting and data management success.

Network & Systems Administration

During 2023-2024, the department achieved several milestones. We expanded our team by adding a full-time Helpdesk Coordinator, increasing our department size to three members. The increase in department staffing has significantly improved both the response time and morale within the department.

Our department was recognized with Eye-Spy Awards during our All-College meeting for outstanding performance on the Saldi Hall project, and we also implemented additional real-time security measures to enhance cybersecurity and mitigate risks of cyber threats. Servers were decommissioned smoothly, ensuring minimal downtime and uninterrupted data availability.

The Saldi Hall network and internet were successfully operational by the college's initial deadline of January 25th, 2024. This achievement required careful management of budget, time, and vendor resources.

Initially, the network requirements were established and functional before the adjusted deadline set by the developer. Following the revision of the deadline, the IT team successfully met the new timeline, ensuring that the network and internet services were fully operational as required.

The department has implemented a technology refresh program in terms of systems and programs. This initiative ensures that equipment and related technology devices remain modern and up-to-date, supporting efficient operations across the college.

Appendix B Academic Program Division Summaries & Highlights

Electronic & Industrial Division

The Electronic & Industrial Division at Johnson College is composed of the following programs:

- Biomedical Equipment Technology (BET)
- Computer Information Technology (CIT)
- Electronic Engineering Technology (EET)
- Mechatronics Technology (MEC)
- Industrial Technology (Certificate) (IND)
- Advanced Manufacturing Technology (AMT)
- Welding Fabrication & Manufacturing Technology (WFT)
- Welding Technology Certificate (WTC)

Our college's BET, EET, AMT, and CIT programs offer interdisciplinary coursework to enhance student skill sets. This approach integrates diverse fields of study to provide students with a well-rounded education and prepare them for versatile career paths. By combining various disciplines, students gain a comprehensive understanding of different aspects of their field, fostering critical thinking, problem-solving abilities, and adaptability in the evolving landscape of their chosen profession.

EET and BET share a typical first year of electronics courses, and both incorporate a networking course from the CIT program. EET further incorporates the PLC Programmable Logic Controllers (PLC) and the Automation courses from the AMT program into its curriculum. The PLC course is also shared with the ECM program.

Biomedical Equipment Technology (BET)

(Fall 2023 - 6 incoming students, with 100% Persistence from Fall 2023-Spring 2024)

A notable highlight was collaborating with facilities on the design of the new Gateway Building, Ideal Saldi Hall, which began to house the BET Program in Fall 2023. The configuration of the space dedicated to the BET program in the new Ideal Saldi Hall is specifically tailored to enrich student learning through hands-on labs equipped with latest and advanced equipment. This initiative aims to provide students with enhanced practical experiences that align with industry standards and prepare them effectively for their future careers.

The Biomedical program was awarded a sizeable grant from the Moses Taylor Foundation to support the development of a new Biomedical Equipment Technology laboratory housed in the new campus gateway building, Ideal Saldi Hall.

The new laboratory will provide critical hands-on learning on the latest technology available and in use throughout the region in healthcare facilities. The program trains students as entry-level biomedical technicians with in medical terminology and human physiology principles, as well as the maintenance and support, planning, and installation of medical equipment according to standards and guidelines.

During this year's Program Advisory Committee meeting in April of 2024, the Program Director showcased the equipment, highlighting the newly purchased items funded by the grant and existing resources. He also emphasized the program's transition to the new building, sparking a general discussion on equipment and industry trends.

The BET program had opportunities for internships through Lehigh Valley Medical Center and also with other facilities in need, such as sites in New York. Various field trips were conducted, such as visits to Tobyhanna and Lehigh Valley Health Network. Students also visited DaVita, where they learned about dialysis procedures and operations. These field trips provide valuable hands-on learning opportunities that complement classroom instruction and expose students to real-world healthcare settings.

Computer Information Technology (CIT)

(Fall 2023 - 18 incoming students, with 89% Persistence from Fall 2023-Spring 2024)

CIT has made several improvements and additions to its program. Faculty introduced new equipment into the lab area, and a new certification class/lab has been added to the curriculum. Efforts were made to remove ethernet clutter from class desks and to reorganize power supply cables, enhancing the overall appearance and functionality of the classroom.

In response to recommendations from the Program Advisory Committee, the CIT program has incorporated an A+ certification class/lab to enhance graduates' confidence and employability. Additionally, CIT is actively pursuing integrating cloud technology into its curriculum. PAC members also suggested more cloud-based experience with less expensive networking and security equipment.

Electronic Engineering Technology (EET)

(Fall 2023 - 13 incoming students, with 69% Persistence from Fall 2023-Spring 2024)

Curriculum enhancements for the academic year 2023-2024 included the addition of EET 101 Introduction to Electronic Test Equipment. This academic year also saw an increase in student enrollment in the program.

New PLC trainers were designed specifically to teach PLC I in Ideal Saldi Hall starting in the Fall semester of 2024.

The Electronic Engineering Technology program, in collaboration with the Mechatronics program and the Associate Director of Community Engagement, conducted five sessions of the Solar Cell Charger project with local school districts. This initiative enabled 53 students to participate in building a solar cell charging device. During these sessions, students engaged in soldering, spot welding, wiring, and assembling components into 3D-printed plastic cases.

A new Program Advisory Committee (PAC) member was added from Proctor & Gamble. Faculty provided tours to Grasselli SSI and US Hydrations with students from EET and MEC.

Robotics II and PLC II ran for the first time in Spring 2024. The courses provided the students with new challenges and opportunities to experience deeper levels of programming for the FANUC robots and a new model of the CompactLogix controllers. Some course modifications must be made to meet the ultimate goal of producing an integrated cell.

The class had the following results on Circuit Identification: 74% of the students scored 80 or higher; 26% scored lower than 80. One of the 26% scored the low of 66; the rest were at 75. In Spring 2024, 93% of students met the benchmark, with only one student not submitting.

This evaluated the same cohort of students and showed improved circuit identification from the first semester to the second semester. 100% of students received 80% or better on their final documentation. While not all objectives were met, the 3d printer did successfully print a test cube.

Mechatronics Technology (MEC)

(Fall 2023 - 5 incoming students, with 100% Persistence from Fall 2023-Spring 2024)

MEC 103, Project Management, was added to the curriculum. The project management course will replace the Introduction of Mechatronics. There has been enhanced interdepartmental cooperation and curriculum between Mechatronics and Electronic Engineering Technology.

The students will learn Gantt charting, flowcharts, and decision trees. This is important in identifying root causes and developing actionable solutions, which is crucial for technicians.

The Mechatronics program, along with the Electronic Engineering Technology program, built new PLC Trainers for PLCII, and new PLC Trainers are being designed and built for PLC I which will

be taught in Ideal Saldi Hall for the Fall 2024 semester. Regarding MEC Lab, new Bambook Lab FDM printers have been added.

The new Prosthetics Design class ran for the Fall and Spring semesters of 2023 and 2024. MEC and EET achieved cross-training. This initiative will continue to create more opportunities across the division.

Progress is being made, although digital fabrication capabilities and advanced cutting platforms such as laser cutters or waterjets still need to be improved. The program intends to gather the input of the Program Advisory Committee (PAC) to establish a divisional strategy for prioritizing equipment acquisition cycles.

Advanced Manufacturing Technology (AMT)

(Fall 2023 - 5 incoming students, with 20% Persistence from Fall 2023-Spring 2024)

Advanced Manufacturing Technology (AMT) underwent a slight curriculum adjustment. Students now have the option to take either ENG 101 or ENG 105.

The Program Director has established a Pennsylvania Apprenticeship program for Tools and Making Journeymen. Additionally, efforts are underway to expand internship opportunities and enhance enrollment partnerships with Career Technology Centers for student enrollment.

The program has introduced two new employment opportunities. This initiative reflects ongoing efforts to cultivate new industry relationships throughout the division, aiming to offer students opportunities for live labs, internships, and employment.

The equipment was evaluated by the Program Advisory Committee (PAC) and deemed suitable for training at this time.

Based on Course Instructor evaluations from Fall 2023 and Spring 2024, 69% of students felt confident in their ability to apply course content in a work environment. Additionally, 85% of students reported that the instructor was accessible outside class to address any difficulties or questions.

The AMT program's equipment has been repaired, cleaned, and assessed for optimal functionality. Additionally, a succession planning process is currently underway.

Welding Fabrication & Manufacturing Technology (WFT)
Welding Technology Certificate (WTC)

(WFT - Fall 2023 - 15 incoming students, with 75% Persistence from Fall 2023-Spring 2024)
(WTC - Fall 2023 - 17 incoming students, with 53% Persistence from Fall 2023-Spring 2024)

The curriculum for ART 101 has been revised, transitioning from a split course format with classes held twice a week to a single session each week lasting for two hours. This revision has proven more effective in enhancing student learning and engagement. Consolidating ART 101 into one full-day session instead of spreading it across multiple shorter days has proven more effective in enhancing student learning and engagement.

A new Plasma table has been donated to program; however, due to lack of space, the program was not able to utilize this donation. We will continue to look for space for this piece of equipment.

An added instructional approach involves having students collaborate on projects, dividing the work evenly to simulate real-world environments. Teamwork projects have proven to be positive. Faculty incorporated the Boilermakers Leadership book into the beginning of every lecture.

The program has introduced two new employment opportunities for welding students. Additionally, five students are enrolled in the WTC program, and one of these five students will be returning to start the WFT program.

Building Trades & Technology Division

Building Trades & Technology Division at Johnson College is composed of the following:

- Architectural Drafting & Design Technology (ADT)
- Carpentry & Cabinetmaking Technology (CCM)
- Civil Design Technology (CDT)
- Electrical Construction & Maintenance Technology (ECT)
- Heating Ventilation & Air Conditioning Technology (HVAC)
- Building & Property Maintenance (BPM)

The Division offers many interdisciplinary courses both within the division and across the College.

Architectural Drafting & Design Technology (ADT)

(Fall 2023 - 10 incoming students, with 60% Persistence from Fall 2023-Spring 2024)

ADT has completed the drawings for the existing pavilion enclosure of Hancock Partners, ensuring all design specifications and requirements are met. Additionally, ADT has strategically adjusted the curriculum's scope and sequence to align with current industry demands. This modification enhances relevance and offers students the valuable option to specialize in either discipline. Furthermore, ADT is actively engaged in researching and evaluating different assessment

methods. The aim is to adopt approaches that more effectively mirror the standards and practices prevalent in the industry today, ensuring students are well-prepared for their future careers.

Carpentry & Cabinetmaking Technology (CCM)

(Fall 2023 - 16 incoming students, with 69% Persistence from Fall 2023-Spring 2024)

In Spring 2024, the Carpentry & Cabinetmaking Technology program held its 7th Annual Auction, which celebrated a remarkable achievement this year, raising over $10,000 for the Children's Advocacy Center thanks to the extraordinary efforts of students. With over 70 items crafted by students showcased at the event alongside a donation bucket that further bolstered contributions, the auction exemplified the community's generous spirit and commitment to supporting vital causes.

The Gino Merli Tiki Bar and storage area were completed successfully by students with widespread community support. Additionally, in partnership with BPM, CCM successfully partitioned three office spaces within the Community Hub area and Moffat building.

Efforts continue to enrich learning experiences through curriculum enhancements in theory courses to provide students with practical examples and strategies that foster a deeper understanding and application of course materials.

Civil Design Technology (CDT)

(Fall 2023 - 3 incoming students, with 67% Persistence from Fall 2023-Spring 2024)

The Civil Design Technology program curriculum underwent revisions aimed at better aligning with industry demands and offering students the opportunity to choose between pathways. This adjustment reflects current industry needs and enhances students' educational experience by providing them with a meaningful choice in their specialization. With the guidance of instructors and expanded access to laboratory resources, CDT students learned to prioritize projects effectively.

In response to challenges identified by students in the CDT program, particularly in making connections between contract drawings and material estimation in ADT155 Residential Cost Estimating, the CDT program will enhance its focus on construction methods related to estimating building systems and materials.

This adjustment aims to bridge the gap between theoretical learning and practical application, ensuring that students develop a comprehensive understanding of how design decisions impact real-world construction processes.

Electrical Construction & Maintenance Technology (ECT)

(Fall 2023 - 57 incoming students, with 93% Persistence from Fall 2023-Spring 2024)

The ECT program successfully relocated the Introduction to Electricity/Residential lab space at Simplex. This relocation effort was part of broader initiatives to optimize educational facilities and create more conducive learning environments.

By moving the lab space, the department aimed to enhance accessibility and utilization of resources, supporting better educational outcomes for students and faculty alike. This accomplishment reflects the department's commitment to adapting and improving facilities to effectively meet evolving educational needs effectively.

At the Black Scranton Project's 5th Annual Juneteenth Jubilee and Block Party in the Summer of 2024, significant upgrades were made by our ECT students to enhance safety and functionality. This included the replacement of overhead lighting switches and receptacles, addressing outdated components that posed safety risks. By modernizing these elements, the project not only improved the reliability of electrical systems but also reduced potential hazards, ensuring a safer environment for occupants and minimizing maintenance requirements over time.

Heating Ventilation & Air Conditioning Technology (HVAC)

(Fall 2023 - 42 incoming students, with 86% Persistence from Fall 2023-Spring 2024)

The HVAC department made significant strides in enhancing its curriculum and industry partnerships in 2023-2024. Two new elective courses have been approved for the upcoming cohort, allowing students the opportunity to specialize further in HVAC during their fourth semester.

Additionally, a new 1-credit EPA prep course has been introduced to assist students in preparing for their refrigeration certification, underscoring the department's commitment to ensuring its graduates are well-prepared for industry standards.

The Fundamentals of Electricity lab, previously a one-credit offering, will now expand to a two-credit, four-hour lab starting this Fall 2024, reflecting a deeper focus on practical skills development within the program. HVAC hosted a prominent nationwide podcast with TACO controls, amplifying its presence and expertise within the HVAC community. This initiative provided a platform for industry insights and showcased the department's leadership in advancing HVAC education and practices.

HVAC expanded its network of industry partners, securing new relationships that include opportunities for student internships. These partnerships are crucial in bridging classroom learning with real-world applications, offering students valuable hands-on experience and potential career pathways.

Building & Property Maintenance (Certificate) (BPM)

(Fall 2023 - 6 incoming students, with 100% Persistence from Fall 2023-Spring 2024)

BPM has made significant strides in collaboration with CCM, achieving key milestones that greatly enhance our Community Hub. We successfully partitioned three office spaces, optimizing functionality and workflow within the Community Hub area.

Additionally, BPM completed the essential renovation of the Veterinary Nursing program's bathrooms, ensuring they meet aesthetic and practical standards. Our joint efforts with CCM culminated in completing the Moffat rooms renovation project, significantly improving their usability and appeal.

BPM proposed to merge BTT 101 and BTT 102 into a single course. This decision was driven by feedback indicating student struggles with online content, offering them increased lab time and smaller, more manageable in-person learning segments. This adjustment addresses academic needs and more effectively reflects our commitment to enhancing educational experiences within our community.

Transportation Division

The Transportation Division at Johnson College is composed of the following:

- Automotive Technology (AUT)
- Diesel Truck Technology (DTT)
- Heavy Equipment Technology (HET)
- Diesel Preventative Maintenance Technician (DPMT)

Automotive Technology (AUT)

(Fall 2023 - 10 incoming students, with 80% Persistence from Fall 2023-Spring 2024)

The Automotive Technology (AUT) program had updates to enhance the learning experience. The update shifted from VMR 151 to AUT 151, a change designed to streamline the curriculum by removing heavy equipment and diesel content. This adjustment ensures a focused approach on core automotive principles, aligning more closely with industry demands and modern trends. The program added Hyundai Genesis Factory training for the academic year 2023-2024.

The introduction of a new ADAS (Advanced Driver Assistance Systems) Trainer enhances the curriculum's capability to cover cutting-edge automotive technologies, ensuring graduates are adept in handling modern vehicle safety systems.

Students continue to excel in earning ASE Certifications. This ongoing achievement underscores the effectiveness of the curriculum and the dedication of both faculty and students.

New laboratory equipment provided students with state-of-the-art resources to gain hands-on experience and practical skills essential for their careers. The integration of CDX Online has further enriched the learning process, offering a robust platform that compliments classroom instruction and enhances student engagement with interactive and multimedia learning tools.

The senior class of 10 students participated in internships 90% of the time, with one student excelling in Applied Principles. Furthermore, the program celebrates a higher percentage of students earning ASE Certificates, reflecting its rigorous standards and the competence of its graduates.

Diesel Truck Technology/Diesel Preventative Maintenance Technician (DTT)/(DPMT)

(Fall 2023 - 8 incoming students, with 75% Persistence from Fall 2023-Spring 2024)

In response to the evolving landscape of automotive technology, DTT has strategically added EET 287 to its curriculum, focusing on Electric Vehicles (EVs) and Hybrids. Thus, students will be equipped with essential knowledge in emerging automotive sectors.

DTT has introduced a task catalog to streamline operational efficiency, enhance workflow organization and facilitate targeted skill development. Adding three new PAC members signifies DTT's dedication to fostering diverse perspectives and expertise, enriching its educational initiatives and preparing students for dynamic careers in the automotive industry.

Heavy Equipment Technology (HET)

(Fall 2023 - 7 incoming students, with 57% Persistence from Fall 2023-Spring 2024)

In 2023-2024, the Heavy Equipment Technology (HET) program focused on enhancing student outcomes and industry partnerships. A pivotal two-year report identified areas needing improvement, such as Diesel Engines, Fuel Injection, and Air Conditioning. HET formed partnerships with industry leaders like Medico Industries, Marshall Machinery, and Foley Cat, enhancing student experiences and increasing graduate demand.

The year also saw upgrades to learning resources and infrastructure. Students received laptops and specialized software, including agricultural and John Deere Construction, aiding hands-on learning.

Essential tools like the powershift transmission and skid steer were acquired, supported by industry-standard manuals and the CDX textbook. HET achieved a 100% internship placement rate and seniors passed the AED Test, and received graduation certificates.

Health Sciences Division

The Health Sciences Division at Johnson College is composed of the following:

- Physical Therapist Assistant (PTA)
- Radiologic Technology (RAD).

PTA is programmatically accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE)

RAD is programmatically accredited by the Joint Review Committee on Education in Radiologic Technology (JRCERT).

Physical Therapist Assistant (PTA)

(PTA - Fall 2023 - 11 incoming students, with 55% Persistence from Fall 2023-Spring 2024)

Johnson College's Physical Therapist Assistant (PTA) program underwent several updates and engaged in various community activities to enhance student learning and involvement. The curriculum saw updates with new textbooks adopted and the introduction of Simucase in Fall 2023, aiming to provide more interactive learning experiences.

Faculty and students actively participated in community health events, including the Outreach Children's Health Fair in August 2023 and conducting Fall Screens at the Lackawanna County Senior Health Fair in September 2023. The program also revised admissions criteria for 5-semester students to enhance practical skill development.

In October 2023, second year PTA students achieved certifications in first aid and CPR, crucial for real-world emergencies. They demonstrated these skills at the Steamtown Marathon by providing stretching and massage services to runners. Educational workshops like the body mechanics session in October 2023 and the aquatics lab at St. Joseph's Center in November 2023 emphasized hands-on learning and collaboration.

The program attained full accreditation through CAPTE in November 2023, highlighting its commitment to high educational standards. Throughout the year, guest lectures by industry professionals enriched students' knowledge on stroke recovery in March 2024 and vestibular and concussion lab in April 2024.

Radiologic Technology (RAD)

(RAD - Fall 2023 - 12 incoming students, with 92% Persistence from Fall 2023-Spring 2024)

The department has significantly updated its accreditation standards, focusing on the student review processes. These updates include addressing new information available through the Joint Review Committee on Education in Radiologic Technology (JRCERT) portal and incorporating new positions mandated by the American Registry of Radiologic Technologists (ARRT). These efforts aim to ensure compliance with current standards and enhance educational outcomes for our students.

Unfortunately, the Interprofessional Education Collaborative (IPEC) Summit was discontinued this year due to a lack of available leadership to oversee the event. Consequently, second-year students were unable to participate in the Summit as planned, impacting opportunities for interdisciplinary learning and collaboration.

RAD successfully secured new clinical sites to replace those we lost. We collaborated effectively with the Physical Therapy Assistant (PTA) department to integrate body mechanics principles into our curriculum. This partnership is focused on improving patient care and fostering interdisciplinary teamwork among healthcare professionals. Enrollment at Census in Fall 2023 included 12 starts, reflecting a decrease.

Animal Science Division

Veterinary Nursing (VEN)

(Fall 2023 - 15 incoming students, with 71% Persistence from Fall 2023-Spring 2024)

The Veterinary Nursing program is accredited by the American Veterinary Medical Association (AVMA-CVTEA) as a program for educating Veterinary Nursing Technicians.

In-house animal care center allows for an actual real-world experience for the students to work directly with the public but in a slower-paced, highly supervised atmosphere.

VTNE score 77% (10 of 13) pass rate for 2023 graduates – validation of the Academic Progression Policy at work but that Covid has had an impact on the students. Three Year Rolling Pass Rate: AVMA requires 50%; JC is 76%; National Avg is 69%.

All students successfully passed the HESI with greater than 76% first attempt Johnson College scores were 632, with National Average being 665, and second attempt was 763. Diagnostic Imaging (domain #6) was the weakest area for students

 The faculty did not attend AVTE which was held in California in 2023. We will not be budgeting for AVTE2024 due to location (Houston, TX). Budgeting was requested for August of 2024 KVC in Hershey, PA. VEN plans to continue to budget for conferences in the future.

The VEN program reapplied and applied in March 2024 to the Shautz Foundation. The department will also request funding through the college's Capital Budget for the academic year 2024-2025. We will continue to evaluate program needs based on industry standards & apply for Shautz Foundation grant on an annual basis.

General Education Division

General Education (GE)

General Education made some adjustments to their Customer Service soft skills. The recommendations were from Program Advisory Committee in Spring 2024. Two additional PAC members were also added to the General Education advisory committee this year.

The General Education student assessment was instituted for the Freshman and Seniors. Data indicate a clear upward trend in student growth in General Education topics from freshman year to senior year, showing an increase from 66% to 72%.

The General Education department has expanded its offerings by introducing additional courses and sections in 2023-2024 to better meet student needs. In response to growing demand, we've also onboarded more adjuncts in English and Communication.

This year, our Program Advisory Committee (PAC) introduced new and innovative ideas. We're delighted that the majority of our PAC members have returned, fostering a collaborative environment.