



**Williamsburg Technical College
Accountability Report
Fiscal Year 2013-2014**

<http://www.wiltech.edu>

Mission Statement

Williamsburg Technical College, a public two-year college granting associate degrees, diplomas, certificates and continuing education units, provides quality, affordable, and accessible learning opportunities so students can gain knowledge and skills to achieve their educational goals and provides training opportunities to meet area business and industry needs in a supportive environment that is fiscally, administratively, and academically sound.

College Vision

The vision of Williamsburg Technical College is to:

- provide innovative instruction and learning of the highest caliber for higher education and lifelong learning to become the first educational choice of area citizens;
- provide exceptional lifelong learning opportunities to meet the continuing educational challenges of the future;
- make a dramatic impact on the economic development of our community by providing a highly skilled and well-trained workforce to meet the progressive needs of business and industry;
- exemplify a respect for cultural diversity in a student-oriented environment;
- increase educational opportunities for all eligible area citizens by providing maximum accessibility to all College programs;
- support and encourage continued professional growth so that faculty members are equipped to deliver the highest quality teaching and College staff can excel in performing their duties;
- maximize awareness of the College as a dynamic center of learning and achieve the utmost respect and support of our community; and
- enhance the learning environment by providing the best buildings, facilities, and state-of-the-art equipment possible.

College Goals

1. Provide educational and training programs to support current and anticipated work force needs.
2. Provide continuous quality improvement to the educational and administrative processes.
3. Effectively integrate and utilize information technology systems.
4. Promote the College as the preeminent educational and economic development resource in the community.
5. Pursue fiscal alternatives necessary to enhance College sustainability and growth.

Performance Outcomes

Goal 1: Provide educational and training programs to support current and anticipated work force needs.

- Strategy 1.1, to increase and sustain enrollment to a minimum of 1,001 headcount, was not met. However, WTC's fall 2013 unduplicated headcount of 729 was 13.7% above the prior fall and FTEs increased 10.1% when comparing the same periods. WTC was the only system college with double digit increases in both headcount and FTEs in fall 2013.
- Regarding strategy 1.2, to increase student retention rates, the degree (24%) and overall retention rates (22%) were unchanged when comparing fall 2013 with fall 2012, while the retention rate for diploma students declined and the rate for certificates increased significantly. Key positive drivers were a proactive pre-registration process by Student Affairs and a commitment of one academic counsellor to monitor first-year student performance. These contributed to WTC having a .6% withdrawal rate in fall 2013, lowest among the system's colleges and well below the average of all technical college withdrawals at 7.3%.
- Increased participation of high school students in the dual enrollment program, WTC's strategy 1.3 was met, with 148 academic plus industrial technology students in spring 2013, 203 in fall 2013, and 201 in spring 2014. Action items implemented by Academic Affairs were: increased high school recruitment visits, evaluation of schedules to insure sufficient course and instructor availability at key class times, and minimization and consolidation of paperwork required of parents in order to streamline DE student processing.

Goal 2: Provide continuous quality improvement to the educational and administrative processes.

- Performance measures were mixed on WTC's efforts to meet its strategy 2.1, to prioritize and sustain campus-wide quality improvement processes. On the Community College Survey of Student Engagement (CCSSE) survey, WTC's performance matched that of top performing small colleges nationwide on all five benchmarks. Strong, positive CCSSE survey results were the primary factor in WTC being ranked the 19th best college in the country by Washington Monthly. Alternately, the college received declining good and excellent rankings in all 14 categories in the Student Opinion Survey. In addition, first time percent pass rates of 75% on the Cosmetology exam and 86% on the Practical Nurse licensure (NCLEX) exam were below the college's minimum targeted pass rate of 95%. Given the limited number of examinees in each program (8 in Cosmetology and 14 in Practical Nursing in the most recent reporting period), success rates will continue to be significantly impacted by one or two students in each period. As such, campus-wide quality improvement processes remain a key goal to be addressed in future years.
- The college exceeded its performance objectives for strategy 2.2, to invest in employee development and growth. The target of 85% of employees successfully completing four online training courses was exceeded, with 100% of WTC's full-time employees completing the online course requirements. The college also exceeded its objective of a 50% increase in faculty trained in hybrid course delivery using Moodle software.
- As previously noted in this section, CCSSE and Student Opinion survey results provided diverse performance measurements (strongly positive and strongly negative, respectively). As such, the college will pursue additional input and measurements on its success in meeting its strategy 2.3, to provide quality service to students and stakeholders by continually improving processes based on data-driven decision making.

Goal 3: Effectively integrate and utilize information technology systems.

- By fully implementing the student Gmail and Emergency Notification systems, WTC met its strategy 3.1 of enhancing the use of technology as a means of communication both internally and externally. The college also pursued five Duke Energy technology grants, which significantly exceeded its objective of two technology grant applications.
- Consistent with strategy 3.2, to utilize data and information as a tool for strategic and operational decision-making, WTC: analyzed cost data and implemented new fee structures in its Nail Technology, Cosmetology, and Practical Nursing programs; restructured its promotional budget to focus on electronic media options; and targeted continuing education and dual enrollment programs as potential revenue enhancement sources.
- To meet its strategy 3.3 of expanding educational opportunities by providing instruction through distance learning, the college increased its offering of hybrid course sections in excess of its 5% objective, and initiated efforts to offer distance learning courses developed as part of the ASSIST program. The college has hired a Director of Distance Education to oversee the ongoing implementation process.

Goal 4: Promote the College as the preeminent educational and economic development resource in the community.

- By implementing a 2 + 2 agreement with Limestone College to offer four-year college courses on WTC's campus, and by obtaining accreditation approval of its first off-campus site, the Hemingway Career and Technology Center, the college met its strategy 4.1 of strengthening relationships with all stakeholders.
- WTC exceeded its objectives to meet strategy 4.2, to enhance the physical and virtual appearance of the College, through its efforts to schedule and complete more than three major renovation and improvement projects. Projects completed during the 2013-2014 academic year included renovating the auditorium, tiling the exterior courtyard stage, replacing all classroom desks and chairs, installation of Foundation funded benches, and re-landscaping major portions of the campus.
- As previously noted, the college restructured its promotional efforts to focus on electronic media options. Aggressive off-site recruitment campaigns were administered by the Academic Affairs Division to potential dual enrollment students and by the Student Affairs Division to prospective area high school graduates. In addition the college offered on-campus events to the general public, including a health fair sponsored by the WTC Alpha Sigma Gamma Chapter of Phi Theta Kappa (PTK) that received an award at the Service Learning Awards presented by the S.C. Commission on Higher Education (CHE) as the top public two-year institution. These actions are examples of actions taken by the college to meet its strategy 4.3 of marketing the institution to the community.

Goal 5: Pursue fiscal alternatives necessary to enhance College sustainability and growth.

- During the 2013-2014 academic year, WTC submitted five Duke Energy grants (one \$15,000 award), submitted and was awarded a \$40,000 transportation grant, and worked on submission of a TAACCCT Round 4 grant. These performance outcomes were consistent with WTC's strategy 5.1 to identify and pursue viable alternative resources and funding.
- WTC successfully addressed the college's strategy 5.2, to prioritize and allocate resources to college initiatives. Performance outcomes included employment of a Director of Distance Education, acquisition of \$750,000 state funding for a new facilities management building, and reinvestment of Foundation funds with a different financial institution offering improved returns.