



Williamsburg Technical College
Accountability Report Summary
Fiscal Year 2014-2015
<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 an unrealized strategy in the 2014-2015 fiscal year. The College's fall 2014 unduplicated headcount of 729 declined 1.6% versus the prior fall number, and the spring 2015 unduplicated headcount of 659 was 4.4% below the same period in the prior year. Aggressive recruiting and marketing programs were unable to offset service area population declines, increased competition for students from private and online colleges outside the Williamsburg Technical College (WTC) service area, and economic pressures requiring potential students to forgo educational opportunities to meet family financial obligations. It should be noted that WTC's headcount and FTE changes in both fall 2014 and spring 2015 compared favorably to Technical College System total changes. As such, WTC believes that continued refinement and aggressive support of its recruiting and marketing strategies are keys to the College's future success, and WTC will continue to pursue strategy 1.1.
- WTC's strategy 1.2, to increase student retention rates, was met during the 2014-2015 fiscal year. While the College's fall-to-fall persistence for all open enrollment students modestly increased from 43% in fall 2013 to 44% in fall 2014, more significant gains were recorded for the fall-to-fall persistence of all open first-time freshman, with an increase from 34% in fall 2013 to 39% in fall 2014. Key positive drivers were a continuing proactive pre-registration process by Student Affairs, a focus on continuous student advising by all faculty members, and increased student communication through the upgraded college website, use of Gmail accounts and the student notification system, and employment of fresh communication venues including Facebook and Twitter. Never-the-less, WTC recognizes that its retention results lag Technical College System percent changes and that additional gains are needed.
- High school student participation in WTC's dual enrollment program increased in the 2014-2015 fiscal year consistent with the College's strategy 1.3. In fall 2013 there were 203 participants and in 2014 dual enrollment grew to 244. The College's Director of Distance Education and two key faculty members worked with the local school districts to identify, test, and enroll increasing numbers of qualified high school students in the dual enrollment program. Additionally, WTC secured a grant from Duke Energy to initiate a summer 2015 Counselor's Academy to improve partnering efforts with school district counselors.
- To address strategy 1.4, to increase participation in workforce development and community education, WTC initiated the following actions: (a) solicitation of community and business partner input through a strategic planning survey; (b) employment of a Workforce Development Director responsible for initiating and expanding face-to-face relationships; (c) sponsorship of an on-campus career fair that drew 260 participants and 39 businesses; and (d) initiation of targeted training ranging from the SCMC (South Carolina Manufacturing Certification) program to expanded Continuing Education courses, including short-term industry specific courses.

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. Strong, positive results were reported for first-time percent pass rates on State exams, with 100% pass rates reported for the Nail Technology, Cosmetology, and the Practical Nurse licensure (NCLEX) exam. All exceeded the College's minimum targeted pass rate of 95%. On the Community College Survey of Student Engagement (CCSSE) survey, favorable results were also reported with

WTC's performance exceeding cohort levels and matching that of top performing small colleges nationwide on all five benchmarks. Alternately, on the most recent Survey of Entering Student Engagement (SENSE) survey, two of the five benchmarks fell below cohort levels while three others remained close to top performer levels. As such, campus-wide quality improvement processes remain a key goal to be addressed in future years.

- The College again exceeded its performance objectives for strategy 2.2, to invest in employee development and growth. From a professional standpoint, the target of 90% of employees successfully completing all required online training courses was surpassed, with a 100% completion rate including new hires. 100% of all faculty responsible for teaching hybrid and online courses also received initial or refresher technology training. From a personal perspective, the College initiated on-campus health screening tests while continuing to support professional development.
- Given the mixed results previously noted - state-wide exam results and CCSSE feedback exceeded targets but SENSE survey results were weaker than prior years - the College will continue to pursue additional input and measurements related to its strategy 2.3, to provide quality service to students and stakeholders by continually improving processes based on data-driven decision making. During the past year the College: participated in the CCSSE, CCFSSSE, and SENSE surveys; conducted online Strategic Planning surveys of employees, community and business partners, and WTC website users; collected faculty evaluations and opinion surveys from students; managed online student orientations; expanded its hybrid courses; and offered courses as part of the College's first accredited online program, the Criminal Justice Certificate program. In addition, WTC fully redesigned its website to be more user friendly, including the ability to accept online student applications, transcript requests, and employment applications.

Goal 3: Effectively integrate and utilize information technology systems.

- By conducting online student learning engagement surveys, administering online Strategic Planning surveys, collecting faculty evaluations and opinion surveys from students, overseeing online student orientations, expanding hybrid courses, offering courses as part of the College's first accredited online program, issuing announcements and notifications via email blasts, and redesigning its website, WTC met its strategy 3.1 of enhancing the use of technology as a means of communication both internally and externally.
- Consistent with strategy 3.2, to utilize data and information as a tool for strategic and operational decision-making, WTC: (a) expanded its hybrid courses and offered its first accredited online program in response to student opinion surveys; (b) restructured the College's fee structure to eliminate application fees, made Practical Nursing fees more reflective of actual costs, and increased the student fee based on cost analyses; (c) continued the process of moving advertising dollars from print to electronic media based on market penetration and impression data; and (d) targeted workforce development, Continuing Education, and dual enrollment programs as potential revenue enhancement sources based on business and community partner feedback.
- To meet its strategy 3.3 of expanding educational opportunities by providing instruction through distance learning, the College increased its hybrid course sections, received accreditation approval for and began offering online courses in the Criminal Justice Certificate program, and during the summer 2015 semester began providing students with mathematics and business online courses. During the 2014-2015 fiscal year, the College's Director of Distance Education managed the course implementation process and oversaw the addition of a distance education section to the College's website.

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

- The College met its strategy 4.1 of strengthening relationships with all stakeholders by initiating the South Carolina Manufacturing Certificate (SCMC) program, starting up an aggressive workforce development program, expanding Continuing Education course offerings, soliciting stakeholder participation in an on-campus job fair, continuing the College's 2 + 2 agreement with Limestone College, and providing credit for courses at the College's off-campus site at the Hemingway Career and Technology Center.
- WTC exceeded its objectives to meet its strategy 4.2, to enhance the physical and virtual appearance of the College. Renovation and improvement projects completed during the 2014-2015 fiscal year were a redesign of the College's website, updating of the College's Facebook page, initiation of a Twitter feed, development of a Pinterest page, redesign of the College's on-campus Library, addition of a student Coffee Shop, replacement of several of the College's air conditioning units, and general landscaping improvements.
- In order to meet its strategy 4.3 of marketing the institution to the community, the College continued its promotional efforts that focus on electronic media options such as Facebook, Twitter, and Pinterest. Additionally, Academic Affairs continued its aggressive off-site recruitment campaign of potential dual enrollment students while Student Affairs targeted prospective area high school graduates. Marketing efforts coordinated with the WTC Foundation are detailed under Goal 5 (following).

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

- During the 2014-2015 fiscal year, WTC received a \$9,400 workforce development grant from Duke Energy, a \$5,000 workforce development grant from Wells Fargo, a \$9,400 Counselor's Academy grant from Duke Energy, and a \$25,000 CoursePower grant from IT-Ology. The College also submitted a Student Support Services grant application to the Department of Education. Fundraising activities conducted in conjunction with the WTC Foundation were the Pee Dee Big Give, the WTC Book Signing, and the Cinco de Mayo Celebration. These activities were consistent with WTC's strategy 5.1 to identify and pursue viable alternative resources and funding. The College plans on expanding its WTC Foundation activities in future years to incorporate several major fundraising events such as a Welding Rodeo and a Taste of Williamsburg event.
- WTC successfully addressed its strategy 5.2, to prioritize and allocate resources to college initiatives. The College is currently bidding out a \$750,000 maintenance building construction project and the construction of electronic information signs at the College's two primary access points. In addition, WTC redesigned its on-campus Library, added a student Coffee Shop, reallocated WTC Foundation scholarships to address the needs of more students, made additional expenditures on industrial and vocational programs to meet workforce development needs to include a \$70,000 investment in virtual welding equipment, upgraded the College's security camera system, and upgraded College facilities by replacing air conditioning units and improving landscaping.