



Williamsburg Technical College
Accountability Report Summary
Fiscal Year 2016-2017
<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 alternative fiscal resources 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, was not realized in the 2016-2017 academic year. The College's fall 2016 unduplicated headcount of 676 was a decline of 2.5% versus the prior fall number, while the spring 2017 unduplicated headcount of 645 was a decline of 2.1% from the same period in the prior year. Expanded recruiting and marketing programs partially offset the ongoing service area population declines, continued 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 2016 and spring 2017 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 and sustain student retention and graduation rates, was met with mixed results during the 2016-2017 academic year. Among the performance funding measures, the most recently reported fall-to-spring persistence rate fell to 65.1% from the prior year reported level of 70.5%, but the latest student success rate climbed from 33.9% in the prior reported year to 37.7% while the graduate production rate climbed from 35.6% to 49.6%. During the 2016-2017 academic year, WTC combined the Student Affairs Division with the Academic Affairs Division and realigned Financial Aid with Business Affairs to better manage student recruitment, retention, and graduation processes. Ongoing positive drivers were a proactive registration process, a focus on continuous student advising by Student Affairs Division staff and faculty, and increased student communication through electronic alternatives including the college website, Gmail, Regroup (the student notification system), and mass communication venues such as Facebook and Twitter.
- The College continues to make strategy 1.3, increased participation of high school students in the dual enrollment program, a priority. Dual enrollment participation numbers were 266 in fall 2014, 233 in fall 2015, and 327 in fall 2016. The College's Associate Vice President for Academic Affairs, the Associate Vice President for Student Affairs, Student Affairs staff, and key faculty members continue to work with the local school district to identify, test, and enroll increasing numbers of qualified high school students in the dual enrollment program. Dual enrollment recruiting efforts during the 2016-2017 academic year included the annual Counsellors Academy, on-site recruiting events at local high schools, and community outreach meetings.
- To address strategy 1.4, to increase participation in Workforce Development and personal enrichment, WTC took the following actions: (a) an aggressive community outreach effort by the Dean of Workforce Development and Continuing Education to identify business training needs; (b) business leader roundtable meetings with service area executives; (c) sponsorship of on-campus career fairs that drew approximately 300 participants and 40 businesses; and (d) continued targeted training ranging from the SC Apprenticeship Initiative, SC Enterprise Zone Retraining, SC Tax Credit, SC Works Incumbent Workers Training (IWT), SC Works O-J-T, and SC DSS SNAP2Work programs, and short-term industry specific courses such as forklift and OSHA training.

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

- Performance measures were positive in response to WTC's efforts to meet strategy 2.1, to monitor, prioritize and implement course offerings to support stakeholder needs. Strong pass-rate results were reported for WTC students taking State licensure exams for the first time, where-in the actual pass rates for the Cosmetology and the Practical Nurse licensure (NCLEX) exams exceeded the College's targeted pass rate of 95%. In addition, WTC Phlebotomy students had a 100% pass rate. On the Community College Survey of Student Engagement (CCSSE) survey, favorable results were also reported with WTC's performance exceeding cohort levels for small colleges nationwide on four of the five benchmarks. Additionally, on the most recent Survey of Entering Student Engagement (SENSE) survey, all six benchmarks exceeded cohort levels and were close to top performer levels. Never-the-less, campus-wide quality improvement processes remain a key strategy.
- The College again exceeded its performance objectives for strategy 2.2, to invest in personal and professional employee development, growth and well-being. 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 received initial or refresher technology training. WTC faculty and staff actively participated in their respective Technical College System peer groups and WTC Executive Team members served on SACSCOC on-site accreditation review teams. The College participated in the most recent SCTEA conference, not only attending professional sessions, but also serving as session presenters and nominating fellow WTC employees for awards. In addition, WTC's Executive staff attend the SACSCOC annual conference. From a personal perspective, the College continued on-campus health screening and wellness programs, sponsored the first campus-wide blood drive in a number of years, and also led multiple fund-raising and donation activities. WTC also encourages community involvement such as the Williamsburg HomeTown Chamber, which promotes both professional and personal growth of our employees.
- Given the positive results previously noted in this report – certain retention and graduation rates, expanded workforce development, and favorable survey results - 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 and reporting. During the past year the College: participated in the CCSSE, CCFSE, and SENSE surveys; collected faculty evaluations and opinion surveys from students; managed online student orientations; and offered hybrid and online courses. In addition, WTC continues to upgrade its website to be more informative and user friendly.

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, providing hybrid and online courses, and issuing announcements and notifications via the emergency warning (Regroup) system and email blasts, WTC met its strategy 3.1 to utilize technology as a means of enhancing 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) refined its hybrid and online courses in response to student opinion surveys; (b) initiated the process for expanding academic offerings including the Phlebotomy and Mechatronics programs, reintroducing the Industrial Electrical program, and expanding accredited off-campus dual enrollment sites based on student and community input; (c) continued the process of reviewing and revising the use of electronic media

advertising dollars to maximize the local service-area impact, 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 to expand educational opportunities through distance and off-site learning, the College continued to refine its hybrid and online courses. During the 2015-2016 academic year, the College's Associate Vice President for Academic Affairs managed the course expansion process.

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 internal and external stakeholders by promoting the SC Apprenticeship Initiative, SC Enterprise Zone Retraining, SC Tax Credit, SC Works Incumbent Workers Training (IWT), SC Works O-J-T, and SC DSS SNAP2Work programs; soliciting stakeholder participation in on-campus job fairs; utilizing SC DEW Talent Scholarship money; and providing credit for courses at the College's off-campus site at the Hemingway Career and Technology Center, C.E. Murray High School, and Hemingway High School. In addition, the College's Dean of Workforce Development and Continuing Education continued to work with local industry leaders to develop corporate and customized training programs.
- WTC exceeded its objectives to meet its strategy 4.2, to enhance the physical and virtual appearance of the College. Virtual improvement projects completed during the 2015-2016 academic year were upgrades to the College's website, expanding WebAdvisor and Moodle student options, server reconfigurations and implementation of virtual servers, enhancing server capacity, and a review of system security measures. Physical improvements included completion of the overhaul of all Industrial Technology classrooms and labs, relocation of the Cosmetology and Nail Technology classrooms and labs, start-up construction on the ADN lab, consolidation of the Machine Tool classrooms and construction of the Mechatronics classroom, carpet replacement in administrative offices and classrooms, and continued classroom and exterior and interior maintenance.
- 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 advertising options, an expanded Internet presence, and target market promotional alternatives. Additionally, the Academic and Student Affairs Division continued its aggressive off-site recruitment campaign of potential dual enrollment students and area high school graduates. Marketing efforts coordinated with the WTC Foundation are detailed under Goal 5 (following).

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

- During the 2016-2017 academic year, WTC secured funding for the Workforce Development and Continuing Education programs noted for strategy 4.1. Fundraising activities conducted in conjunction with the WTC Foundation were the Ghosts of Christmas Past, the Welding Rodeo, and the Taste of Williamsburg. These activities were consistent with WTC's strategy 5.1 to identify and pursue viable alternative resources and funding. The College plans on continuing expansion of its WTC Foundation activities in future years.
- WTC successfully addressed its strategy 5.2, to prioritize and allocate resources to College projects and initiatives. The College allocated resources to computer system upgrades and virtualization, a complete overhaul of all Industrial Technology classrooms and labs, new equipment in the Automotive and Welding and Mechatronics labs, relocation of the Machine Tool classroom and lab, initiation of construction on the ADN classroom and lab, and a

significant investment in painting, re-carpeting, and furniture upgrades in student common areas, classrooms, and offices.