



**Williamsburg Technical College**  
Accountability Report Summary  
Fiscal Year 2018-2019  
<http://www.wiltech.edu>

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## **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 to enhance College sustainability and growth.

## Key Performance Outcomes for 2018-2019

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

- Strategy 1.1, to increase and sustain enrollment, was realized in the 2018-2019 academic year. The College's fall 2018 unduplicated headcount of 737 was an increase of 0.7% versus the prior fall number, while FTEs (full time enrollment equivalents) between the two periods were down (3.3%). The spring 2019 unduplicated headcount of 725 was an increase of 2.8% from the same period in the prior year, and FTEs recording a 0.3% increase. Aggressive recruiting and marketing, the SC Promise Program, and academic program additions were the main enrollment drivers, with student headcount increases reported in each of the 9 most-recent semesters. Also noteworthy is that WTC's headcount and FTE changes in both fall 2018 and spring 2019 exceeded total changes for the Technical College System. Even with positive results reported in the most recent periods, 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.
- After record or near-record performance reported in the prior year, WTC's efforts to meet strategy 1.2, to increase and sustain student retention and graduation rates, fell short in the most recently reported period. Among the performance funding measures, the most recently reported fall-to-spring persistence rate decreased to 65.6% from the prior year level of 71.9%, the latest student success rate fell to 40.9% (second only in the last six years to the prior year level of 42.6%), and the graduate production rate declined from 38.3% to 29.6%. Changes made in the 2018-2019 academic year to address these results and better serve student academic needs included:
  - Initiating classes in the Associate in Applied Science with a major in Nursing (ADN) Program and implementing the Certificate in Healthcare Program;
  - A Substantive Change Prospectus was submitted to SACSCOC seeking approval of Williamsburg Academy as an off-site location;
  - Expanding off-site general education class offerings to include Hemingway High School, Kingstree High School, Williamsburg Academy, Hemingway Library, and CE Murray High School; and
  - The Health Sciences Department increased their instructional staff to meet ADN and LPN program enrollment increases.

Ongoing Academic and Student Services activities targeted to enrollment, retention, and graduation growth are early registration, expanded student advising, College Goal Day, and reactivation of the Phi Theta Kappa National Honor Society.

- The College continues to make strategy 1.3, to strengthen partnerships between high schools and the College to enhance dual enrollment programs, a priority. Dual enrollment participation numbers were 327 in fall 2016, 324 in fall 2017, and 335 in fall 2018. Dual enrollment successes in 2018-2019 included:
  - Class offerings at Hemingway High School, Hemingway Career & Technology Center, Hemingway Public Library, Kingstree High School, Williamsburg Academy, Florence School District 3, and CE Murray High School;
  - Implementation of online and hybrid dual enrollment class sections; and
  - 16 graduates in General College Studies, 47 CATE, and the first high school student completing an Associate degree along with a high school diploma.

- WTC's strategy 1.4, to strengthen partnerships between the College and community businesses, industries, and agencies to achieve a skilled workforce, was successfully met in 2018-2019. Partnership achievements in the past year included: specialized training such as SCMS, OSHA, forklift, CDL, hydraulics, welding, machine tool, and Six Sigma for service area businesses and industries; hosting of a business/industry Leadership Forum; hosting of 2 job fairs and participation in 6 more; and conducting a career fair targeted to veterans and dislocated workers.
- To address strategy 1.5, to increase participation in Workforce Development and personal enrichment, in addition to the activities noted for strategy 1.4, WTC took the following actions: expanded Advisory Council membership for the Leadership Forum; expansion of the Continuing Education and Workforce Development curriculum; the addition of a WTC Workforce Development Training Director; and hosting of IRS Tax Preparation Training and an AARP Back-to-Work Forum. In addition, WTC continues to partner with SC Works, WIOA, and Apprenticeship Carolina.

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. On the academic side, outstanding pass-rate results were reported for WTC students taking the NCLEX (Practical Nursing State Exam) with a 100% pass rate for the third consecutive year; the LPN Program was ranked #2 in the State; the Certificate in Healthcare Program was implemented; and the revised Criminal Justice and Computer Technology Programs were implemented. Regarding successful efforts targeted to external stakeholders, WTC collaborated with: Apprenticeship Carolina to increase the number of U.S. Dept. of Labor certified sites in the college's service area; ReadySC on new training projects; and WIOA to increase the number of Incumbent Worker Grants in the service area. Additionally, the spring 2019 Student Opinion Survey results were the best since 2012-2013, with over 80% of all respondents giving a 'good' or 'excellent' ranking on all 14 categories.
- The College again exceeded its performance objectives for strategy 2.2, to invest in personal and professional employee development, growth and well-being. Employee development, growth, and well-being activities supported by the College in 2018-2019 included;
  - Free health screening and vaccinations for employees;
  - Solicitation of employee input to the College's planning process through a 'What's Next Meeting' and an 'All Employee Strategic Planning Meeting';
  - Professional development including Siemens certification training phase 1 for the mechatronics instructor, Completion of Parts A&B of the AWS Certified Welding Instructor Section C by a welding instructor, specialized training provided by the State Office to a HVAC/R instructor, Perkins V training for two administrators, and participation by two administrators in the SACSCOC (Accreditation) Summer Institute;
  - WTC faculty and staff actively participated in their respective SCTCS peer groups with four being elected to peer group administrative roles; and
  - WTC again paid SCTEA membership dues for all participating employees.
- Given the positive results previously noted in this report – higher enrollment, expanded workforce development, and positive student 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 collected and analyzed faculty evaluations and opinion surveys from students, managed online student orientations,

and expanded hybrid and online course offerings. In addition, WTC process improvements were: installation of the VOIP phone system, completion of the migration of IT data storage to the Cloud, analysis of a new college website and accreditation software, and preparation for a new state-wide library platform (SLP) that will improve the integration of data base, Inter-Library, and print services.

**Goal 3: Effectively integrate and utilize information technology systems.**

- By expanding the institution's social media presence, continuing to administer student survey vehicles, overseeing online student orientations, providing expanded hybrid and online courses, and issuing announcements and notifications via the Regroup system and email blasts, WTC again 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:
  - Implemented the Certificate in Health Care, implemented the revised Criminal Justice and Computer Technology Certificate Programs, and is in the process of adjusting course and hour requirements for the Nail Technology, Microcomputer, and HVAC/R Programs effective in the 2019-2020 academic year;
  - Offered more extensive slate of courses in the mini-mester (second summer) session;
  - Expanded off-campus community and dual enrollment sites based on student and community input;
  - Moved a higher portion of the WTC Public Information budget to electronic communication vehicles including social media platforms, electronic information sources such as SC Now, and the college's website; and
  - Targeted Workforce Development, Continuing Education, and dual enrollment programs as sources of revenue enhancement based on business and community partner feedback.
- To meet its strategy 3.3 to expand educational opportunities through on-line and off-site learning, the College expanded its online course offerings; offered dual enrollment classes at Hemingway High School, CE Murray High, Kingstree Senior High, Williamsburg Academy, and Florence School District 3; assisted local businesses in acquiring SC Apprenticeships; and partnered with SC MEP to assist business and industry partners with on-site assessments.

**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: collaborating with Apprenticeship Carolina to increase the number of apprenticeships and U.S. Department of Labor certified sites in the WTC service area; collaborating with ReadySC on new training projects in and near the WTC service area; collaborating with WIOA to increase the number of incumbent Worker Grants in the WTC service area; sponsoring Boeing Day and the WTC Workforce Expo; participating in a number of community career and health fairs; and providing specialized training such as SCMS, OSHA, Forklift, CDL, Hydraulics, Welding, Machine Tool, and Sigma Six to businesses and industries in the service area.
- WTC exceeded its objective to meet its strategy 4.2, to enhance the physical and virtual appearance of the College. Virtual improvement projects completed during the 2018-2019 academic year were:
  - Increasing the college's social media presence on Facebook, Instagram, Twitter, and other platforms;

- Upgrades to the College's website;
- Completing and releasing a promotional video; and
- Completing installation of the VOIP phone system.

Physical improvements included:

- Completion of the new facilities building;
- Completion the patio canopy and associated outdoor seating;
- Remodeling the welding lab and rewiring the mechatronics lab; and
- Relocating the Workforce Development and Health Sciences administrative offices.

- In order to meet its strategy 4.3 of marketing the institution to the community, the College hosted and participated in an extensive number of college events including Boeing Day, the WTC Workforce Expo, College Goal Day, SCTCS Tour de Tech, the WTC Business/Industry Forum, two community career fairs, three community health fairs, the 20<sup>th</sup> annual WTC Math Contest, the Kingstree High DE Welding Students Grill & Barbeque Patio Event, and Scholarship Awards with the WTC Foundation. The WTC Library partnered with the WTC Student Services Division to host Constitution Day, a Black History Month "Read-In", a National Library Week Special Display, and an Arts Competition and Show. Also, the College's Public Information Department initiated planning for the College's 50<sup>th</sup> Anniversary Celebration and the Taste of Williamsburg to be held in fall 2019.

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

- During the 2018-2019 academic year, WTC secured the following funding:
  - The Williamsburg Promise Pilot Program which was expanded into the SC Promise Program;
  - USDA grants for the Nursing Simulation Lab (\$99,000);
  - LTA Academics Equipment special allocation by the Legislature (\$186,000 applied to the Mechatronics Program);
  - SCTCS Counselors Academy Grant (\$9,000);
  - LTA Health Equipment allocation by the Legislature (\$52,000 allocation to WTC);
  - Partnership with WCSD CATE Programs (\$27,500); and
  - Partnership (MOA) with GearUp Year 7 Program (\$31,000).
- These activities were consistent with WTC's strategy 5.1 to identify and pursue viable alternative resources and funding.
- WTC successfully addressed its strategy 5.2, to prioritize and allocate resources to College projects and initiatives. Resources were allocated directly to students from the SC Promise Program which became the SC WINS Program, increased Lottery Tuition Assistance (LTAP) funding, SC Workforce Industry Needs Scholarships/SCWP, and the SC Manufirst Certification Scholars Program. Planning tools used to determine and support allocations included the WTC Strategic Plan, the SC WINS Working Committee, the Scholarship Committee, and the Business Industry Leadership Forum. It should be noted that WTC consistently prioritizes and allocates resources in a fiscally responsible way, receiving unqualified audits for the last 14 years and finishing the most recent fiscal year with a significant reserve balance.