



**Williamsburg Technical College**  
Accountability Report Summary  
Fiscal Year 2015-2016  
<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 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 realized in the 2015-2016 academic year. The College's fall 2015 unduplicated headcount of 693 was a decline of 3.3% versus the prior fall number, while the spring 2016 unduplicated headcount of 659 was unchanged from the same period in the prior year. Aggressive recruiting and marketing programs partially 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 2015 and spring 2016 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 2015-2016 academic year. The College's fall-to-fall persistence for all open enrollment students modestly increased from 43% in fall 2013 to 44% in fall 2014, but then jumped to 52% in fall 2015. Similar 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, to 56% in fall 2015. Key positive drivers were an ongoing proactive pre-registration process by Student Affairs, a focus on continuous student advising by all faculty members, and increased student communication through the college website, use of Gmail accounts and the student notification system, and additional employment of communication venues such as Facebook and Twitter. As a result, WTC's retention results met or exceeded the Technical College System percent changes during 2015-2016.
- The College continues to make strategy 1.3, increased participation of high school students in the dual enrollment program, a priority in spite of actual participation remaining constant over the last three years – 250 students in spring 2014 semester, 248 in spring 2015, and 246 in spring 2016. The College's Dean of Instruction, Student Affairs staff, and key faculty members continue to work with the local school districts to identify, test, and enroll increasing numbers of qualified high school students in the dual enrollment program. Additionally, WTC held summer Counselor's Academies in both 2015 and 2016 to improve partnering efforts with local school district counselors.
- To address strategy 1.4, to increase participation in Workforce Development/Continuing Education 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/Continuing Education 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 Manufacturing Production Technician (former SCMC), 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 to expanded Workforce Development/Continuing Education courses, including short-term industry specific courses.

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 prioritize and sustain campus-wide quality improvement processes. Strong results were

reported for first-time percent pass rates on State exams, 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%. 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 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. The Technical College System has peer groups within certain positions who meet regularly to offer opportunities for sharing best practices and keeping up with new information. The College encourages participation with the SCTEA conference each year which offers both professional and personal sessions. In addition, WTC's Executive staff attend the SACSCOC annual conference each year. From a personal perspective, the College initiated on-campus health screening and wellness programs. 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 - improved retention, 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. 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; and expanded its 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, expanding hybrid and online courses, and issuing announcements and notifications via email blasts, WTC met its strategy 3.1 of utilizing 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) expanded its hybrid and online courses in response to student opinion surveys; (b) initiated the process for expanding academic offerings including a new Phlebotomy program, reintroducing the Industrial Electrical and Nail Technology programs, and expanding accredited off-campus dual enrollment sites based on student and community input; (c) continued the process of moving advertising dollars from print to electronic media and service-area specific alternative advertising 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 continuously expanding educational opportunities by providing instruction through distance learning, the College increased its hybrid and online courses.

During the 2015-2016 academic year, the College's Dean of Instruction 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 Manufacturing Production Technician (former SCMC), 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; 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. In addition, the College's Director of Workforce Development/Continuing Education collaborated 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 initiation of virtual servers, enhancing server capacity, and a review of system security measures. Physical improvements included a complete overhaul of all Industrial Technology classrooms and labs, installation of two digital entrance signs, relocation of the Cosmetology and Nail Technology classrooms and labs, development of a new CNA classroom, painting of classrooms and exterior and interior corridors, installation of information TV screens in two locations on campus, and reconfiguration of the student computer labs.
- 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, 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 alternative fiscal resources necessary to enhance College sustainability and growth.

- During the 2015-2016 academic year, WTC secured funding for the Workforce Development/Continuing Education programs noted for strategy 4.1 and obtained a \$12,500 CoursePower grant from IT-Ology. Fundraising activities conducted in conjunction with the WTC Foundation were the Second Annual Pee Dee Big Give 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 expanding its WTC Foundation activities in future years to incorporate several major fundraising events including a Welding Rodeo, the Three Rivers Yard Sale, and in conjunction with the Williamsburg Hometown Chamber, the Ghosts of Christmas Past.
- 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, relocation of the Cosmetology and Nail Technology classrooms and labs, development of a dedicated CNA classroom, and a significant investment in painting, re-carpeting, and furniture upgrades in student common areas, classrooms, and offices.