



**Williamsburg Technical College**  
Accountability Report Summary  
Fiscal Year 2017-2018  
<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 2017-2018

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 2017-2018 academic year. The College's fall 2017 unduplicated headcount of 732 was an increase of 8.3% versus the prior fall number, and FTEs (full time enrollment equivalents) between the two periods were up 10.8%. Similarly, the spring 2018 unduplicated headcount of 705 was an increase of 9.3% from the same period in the prior year, and FTEs recording a 12.1% increase. Aggressive recruiting and marketing programs, with a special emphasis on dual enrollment students, more than 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. In addition, WTC's headcount and FTE changes in both fall 2017 and spring 2018 exceeded Technical College System total changes. While robust results were reported in the most recent year, 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 generally positive results during the 2017-2018 academic year. Among the performance funding measures, the most recently reported fall-to-spring persistence rate increased to 71.9% from the prior year level of 65.1%, and the latest student success rate climbed to 42.6% from 37.7% in the prior year; however, the graduate production rate declined from 49.6% to 38.3%. It is worth noting that WTC's fall-to-spring persistence rate and student success rate were the College's highest in the last six academic years, and the graduate production rate was the College's second highest in the last six academic years. Additionally, all three measures exceeded the SCTCS target performance funding indicator rate for the most recent year reported. During the 2017-2018 academic year, to better serve student academic needs:
  - The Associate in Applied Science with a major in Nursing (ADN) was approved;
  - CE Murray High School was approved by SACSCOC as an off-site location;
  - General education classes were held at the Hemingway Public Library and CE Murray High School; and
  - Seven faculty (four replacements and three new positions) were hired.Ongoing positive drivers are a proactive registration process, a focus on continuous student advising by faculty and Student Affairs Division staff, and increased student communication through electronic alternatives including the college website, Gmail, Regroup, and mass communication venues such as Facebook and Twitter.
- 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 233 in fall 2015, 327 in fall 2016, and 324 in fall 2017. Dual enrollment successes in 2017-2018 included:
  - Class offerings at Hemingway High School, Hemingway Career & Technology Center, Hemingway Public Library, Williamsburg Academy, and CE Murray High School;
  - Initiation of a Welding Lab for high school students on WTC's main campus; and
  - WTC holding the annual Counsellors Academy.

- To address strategy 1.4, to increase participation in Workforce Development and personal enrichment, WTC took the following actions: maintained a database of business and industry in the service area that was used to establish and maintain regular contact with key personnel; partnered with SC Works, WIOA, and Apprenticeship Carolina; hosted job fairs; hosted the Williamsburg County Economic Development Forum, and secured funding from the SCTCS Workforce Pathways Critical Train Grant, the Workforce Pathways Scholars Program, the SCDEW Manufacturer Certification Scholars Program, and the SC Apprenticeship Grant. Ongoing activities included an aggressive community outreach effort by the Dean of Workforce Development and Continuing Education to identify business training needs and business leader roundtable meetings with service area executives.

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. Outstanding pass-rate results were reported for WTC students taking State licensure exams, with a 100% pass rate for the Cosmetology, Phlebotomy, and Practical Nurse Programs. 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 three of the five benchmarks. Additionally, on the spring 2017 Student Opinion Survey, the highest rankings since 2012-2013 were given by students on 15 of the 16 categories tracked. In spite of these successes, course and program improvements 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. Employee development, growth, and well-being activities supported by the College in 2017-2018 included;
  - free health screening and vaccinations for employees;
  - solicitation of employee input to the College's planning process through an internal stakeholder on-line survey, departmental representation in the Annual Strategic Planning Meeting, and employee participation in the What's Next Meeting;
  - professional development on-line training for employees covering topics such as OSHA, Title IX, Blood-Borne Pathogens, etc., with the target of 90% of employees successfully completing all required online training courses being surpassed with a 100% completion rate, including new hires;
  - WTC faculty and staff actively participated in their respective SCTCS peer groups, and WTC Executive Team members served on SACSCOC accreditation review teams and attended the SACSCOC Annual Meeting;
  - Training/certification for 6 WTC employees as OSHA trainers;
  - Training/certification for Nursing Department instructors as CPR trainers; and
  - WTC paid SCTEA membership dues and conference fees for all participating employees.
- Given the positive results previously noted in this report – higher enrollment, improved persistence and student success rates, 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: participated in the CCSSE, CCFSSSE, 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 administering online Strategic Planning surveys to internal and external stakeholders, collecting faculty evaluations and opinion surveys from students, overseeing online student orientations, providing hybrid and online courses, and issuing announcements and notifications via the 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:
  - refined its traditional, hybrid, and online course and section offerings in response to information gathered in student opinion surveys;
  - initiated the expansion of academic offerings including the Associate in Applied Science with a major in Nursing (ADN), Computer Technology Certificate, and Health Care Certificate;
  - expanded off-campus community and dual enrollment sites based on student and community input;
  - continued to review and refine WTC's use of electronic media advertising dollars to maximize the local service-area impact, 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 distance and off-site learning, the College continued to refine its hybrid and online courses, provided faculty professional development training to support more effective on-line course delivery, and assigned oversight of distance learning to the Department Head of Business Administration, Computer Technology, Cosmetology, and Criminal Justice.

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: providing specialized training such as the SC Apprenticeship Initiative, SC Enterprise Zone Retraining Act, SC Tax Credit, SC Works Incumbent Workers Training (IWT), SC Works O-J-T, SC DSS SNAP2Work, SC DEW, Pathways Funding Programs and short-term industry specific courses to Service Area businesses and industries; hosting Business Industry Leadership Forums; hosting an AARP Back to Work Forum; hosting two Job Fairs and participating in five others; and hosting the Williamsburg County Economic Development Forum. 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 objective to meet its strategy 4.2, to enhance the physical and virtual appearance of the College. Virtual improvement projects completed during the 2017-2018 academic year were:
  - upgrades to the College's website;
  - expanding WebAdvisor and Moodle student options;
  - migrating servers to the cloud;
  - installing infrastructure wiring and network cabling to support VoIP phone system and the upgraded computer technology systems; and
  - enhancing the cameras for video surveillance monitoring as part of the campus-wide security system.

Physical improvements included:

- completion of the new Nursing Simulation Lab;
- relocating the Student Affairs, Upward Bound, Financial Aid, Workforce Development, and Public Information offices;
- renovating the employee kitchen and lounge;
- initiating construction of the new Facilities Maintenance Building and patio canopy; and
- replacement of five HVAC units with energy efficient models.
- In order to meet its strategy 4.3 of marketing the institution to the community, the College hosted an extensive number of college events including an Economic Development Forum, College Goal Day, the WTC Ministerial Association Forum, the WTC Business/Industry Leaders Forum, and the WTC Living Library Black History Celebration. WTC's student organization projects included two PTK Health Fairs, five Community Health Fairs as a joint effort with the Nursing Department faculty, and a Week of the Young Child Event with Early Childhood Department faculty. In addition, the WTC Foundation held two community events (The Taste of Williamsburg and Ghosts of Christmas Past). Also, the College's Public Information Department continued its promotional efforts that focus on electronic media, advertising options, an expanded Internet presence, and target market promotional alternatives.

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

- During the 2017-2018 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 Williamsburg Promise Pilot Program, which was expanded to the SC Promise Program. College programs that were allocated resources included the Nursing Simulation Lab from a USDA grant, the Mechatronics Program from a LTA Academic Equipment Special Allocation by the Legislature, and the Nursing Program from a LTA Health Equipment Allocation by the Legislature. Workforce Development allocations came from a SCTCS Workforce Pathways Critical Training Grant, the Workforce Pathways Scholars Program, the SCDEW Manufacturer Certification Scholars Program, and the SC Apprenticeship Grant. Planning tools used to determine and support allocations included the WTC Strategic Plan, the Facilities Management Feasibility Study of the Water Lines System, the Williamsburg Promise 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 13 years and finishing the most recent fiscal year with a significant reserve balance.