

## DOCUMENT RESUME

ED 450 823

JC 010 197

AUTHOR Elliott, Clifton R.  
TITLE Report on Attainment of Goals of the 1998-1999 Strategic Plan (1999-2000 Report for Performance Indicator 1E).  
INSTITUTION Williamsburg Technical Coll., Kingstree, SC.  
PUB DATE 2000-00-00  
NOTE 8p.  
PUB TYPE Reports - Descriptive (141)  
EDRS PRICE MF01/PC01 Plus Postage.  
DESCRIPTORS College Planning; \*Organizational Objectives; School Effectiveness; \*Self Evaluation (Groups); \*Strategic Planning; Technical Institutes; Two Year Colleges

## ABSTRACT

This report provides a summary on the attainment or progress of the goals and objectives established by Williamsburg Technical College (South Carolina) for the 1998-1999 academic year. Williamsburg Technical College established 10 major goals in support of its mission during this year. To varying degrees of success, all of these major goals have been accomplished, including: (1) providing high quality academic programs, innovative instruction, and comprehensive instruction services; (2) negotiating with secondary schools and higher education institutions to ensure a smooth transition from one institution to another and from school to work; (3) using distance learning and other information technologies to meet the mission of the college; (4) fostering an atmosphere that accepts diversity of the college's community; and (5) providing a comprehensive program of student support services to complement and support educational programs. In support of the major goals, the college established 30 objectives, one of which was to incorporate innovative teaching methods to respond to varied learning styles. The computer lab has made significant progress in transforming the instruction method from self-paced to lecture, and to date all math instruction is being delivered via lecture. (JA)

# REPORT ON ATTAINMENT OF GOALS OF THE 1998-1999 STRATEGIC PLAN

*(1999-2000 Report for Performance Indicator 1E)*

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

Ernest Larr

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

1

U.S. DEPARTMENT OF EDUCATION  
Office of Educational Research and Improvement  
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

Williamsburg Technical College 601 Martin Luther King, Jr., Avenue  
Kingstree, South Carolina 29556  
Clifton R. Elliott Dean of Instruction

JCO10197

BEST COPY AVAILABLE

The following is a summary on the attainment or progress of the goals and objectives established by Williamsburg Technical College for the 1998-1999 year and reported to the Commission on Higher Education on April 23, 1999, in response to Performance Indicator 1D (Adoption of a Strategic Plan):

## MAJOR GOALS:

*Academic:*

**Goal: Provide high quality academic programs, innovative instruction, and comprehensive instruction services. (Time Line: recurring unless otherwise noted.)**

Objectives:

(A) Incorporate innovative teaching methods to respond to varied learning styles.

Attainment Level: (1)

*Williamsburg Technical College's Developmental Studies Department has made great strides in the achievement of this objective in the following year. The DVS labs teach English, reading, and math to academically underprepared students, and until this year all instruction was self-paced. The DVS lab has made significant progress in transforming the method from self-paced to lecture, and to date all math instruction is being delivered via lecture. The students have responded well to this change and plans are underway to change the method of delivery in the English and reading classes as well.*

(B) Identify and validate learning outcomes for each instructional program.

Attainment Level: (1)

*Beginning in December 1998, the college initiated a complete transformation of the Institutional Effectiveness program. The old program had a number of flaws in that it was not systemic or outcomes based. The changes to date have been numerous and positive, but perhaps the greatest achievement was the development of learning outcomes for every curriculum program offered by the college. The outcomes that have been identified will be measured in May 2000, and at that time, the results of the assessment will be used to either validate the outcomes or readjust them where necessary.*

(C) Every three years, assess the educational and training needs/demands of students and employers and develop a plan to meet valid needs.

Attainment Level: (2)

*This objective will be reported next in 2000.*

(D) Ensure appropriate ratio of FT/PT credentialed faculty.

Attainment Level: (2)

*The college has increased the number of full-time faculty from 12 to 13 since last year and the number of part-time faculty fluctuates between 40 and 42. All faculty are credentialed in their appropriate disciplines. Williamsburg Technical College recognizes that it may very well be impossible to reach the desired goal of having at least half of the total faculty to be full-time. The college, however, has shown some improvement (though minimal) and will continue to hire full-time faculty as additional slots are granted to the college from the state.*

(E) Provide comprehensive and effective LRC services.

Attainment Level: (1)

*The LRC completed a project to have all holdings converted to an electronic database with links to other libraries in May 1999.*

(F) Demonstrate that students possess oral communication, computer literacy, writing, mathematics, and reading skills.

Attainment Level: (2)

*With the development of student outcomes in December 1998, the college's programs addressed these issues, and specific student outcomes were set in general education. As stated in (B) above, they will be measured in May 2000, and the results of the assessment will be utilized to identify improvement areas.*

(G) Prepare students to successfully enter academic programs.

Attainment Level: (1)

*The college has a viable assessment process for entering students, and those students identified as academically underprepared are referred to the Developmental Studies Department for help. As of June 1, 1999, the DVS lab has contributed significantly to the success of these students in curriculum courses. Those students who complete the study regime in the DVS lab are twice as likely to succeed in their curriculum courses as those who do not exit the DVS lab.*

**GOAL: Articulate with secondary schools and higher education institutions to ensure a smooth transition from one institution to another and from school to work. (Time Line: Recurring unless otherwise noted.)**

Objectives:

(A) Review and update high school articulation agreements per Tech Prep grant.

Attainment Level: (1)

*This process of review has been completed. In fact, eight additional courses in Industrial Maintenance and Machine Tool were added to the articulation agreement with the Williamsburg County School District.*

(B) Continuously review and update transfer agreements with other postsecondary institutions.

Attainment Level: (1)

*This process is done throughout the year with a number of postsecondary institutions. As a specific example, The Dean of Instruction from Williamsburg Technical College and the CIOs from Florence-Darlington Technical College and Chesterfield-Marlboro Technical College met with the deans at Francis Marion University in the summer of 1998 to review and expand the current articulation agreements with the technical colleges and Francis Marion University.*

(C) Strengthen Tech Prep and School-to-Work initiatives with area schools and with business and industry.

Attainment Level: (1)

*To accomplish this objective, faculty from Industrial Maintenance, Machine Tool, and HVAC partnered with representatives from several local industries such as Firestone, Tupperware, and Wellman to conduct a Jobs Seminar at every high school in the county. At the conclusion of the seminar, interest surveys were given to the students to help identify those students who would like to pursue jobs and training in the fields discussed. The seminars resulted in 16 additional high school students enrolling in technology classes at Williamsburg Technical College.*

**GOAL: Use distance learning and other information technologies to meet the mission of the college. (Time Line: Recurring unless otherwise noted.)**

Objectives:

(A) Upgrade VTEL equipment in Distance Learning room with next year (1998)

Attainment Level: (1)

*This was completed and all equipment has been upgraded.*

(B) Ensure appropriate personnel are trained in DL equipment. (By 1999)

Attainment Level: (1)

*Training for all technical personnel and operators of the DL equipment has been completed.*

**GOAL: Provide lifelong learning opportunities through occupational advancement, workforce development, vocational/community interest programs, and cultural activities. (Time Line: Recurring unless otherwise noted.)**

Objectives:

(A) Every three years assess the educational and training needs/demands of students and industry, and develop a plan to meet valid needs/demands.

Attainment Level: (2)

*The Continuing Education Division of the college continues to offer every semester a number of courses both on campus and on-line that addresses the areas above. This particular objective as written, however, is next due for assessment in 2000.*

### **STAFFING:**

**Goal: Foster an atmosphere that accepts diversity of the college's community. (Time Line: Recurring unless otherwise noted.)**

Objectives:

(A) Ensure that appropriate efforts are made to attain a culturally diverse faculty and staff.

Attainment Level: (1)

*The college is committed to equal employment opportunity and affirmative action hiring practices. Williamsburg Technical College is also one of only a few state agencies exempted from reporting under affirmative action policies. The college has continued these efforts of ensuring a racially and culturally diverse faculty and staff through the 1998-1999 term.*

(B) Expose students and employees to activities that encourage understanding and acceptance of cultural diversity.

Attainment Level: (1)

*The colleges hosted a number of such activities during the 1998-1999 term. For example, in celebration of Martin Luther King's birthday in January 1999, the college invited students, employees, and members of the community to a speech to be delivered by Representative Ken Kennedy, a prominent African-American spokesperson and local politician.*

**Goal: Encourage life-long learning of college employees, both personal and professional. (Time Line: Recurring unless otherwise noted.)**

Objectives:

(A) Develop and implement a plan to ensure college resources are allocated to support employee development that enhances the mission of the college.

Attainment Level: (2)

*With the improvements to the Institutional Effectiveness Program of Williamsburg Technical College, efforts were also made to further incorporate the budgeting process in the IE plan. In January 1999, the plans were developed to provide computer enhancement training for all employees of the college in anticipation of forthcoming changes to the college's administrative software. Efforts were made to implement this plan in the summer 1999 term and into the fall 1999 and spring 2000 semester. To date all training is being accomplished on schedule.*

### **SUPPORT SERVICES:**

**Goal: Implement and improve institutional effectiveness measures to ensure that college programs, services,**

**and processes demonstrate effectiveness and support for the college mission. (Time Line: Recurring unless otherwise noted.)**

Objectives:

(A) Ensure compliance with CHE and SACS institutional effectiveness criteria.

Attainment Level: (2)

*With the SACS reaffirmation visit to the college scheduled to occur in 2002, Williamsburg Technical College has been concerned primarily with ensuring that the SACS criteria in regards to IE are in place and functional. As stated earlier, a major problem with the existing IE program at the college was that it was not systemic nor outcomes based nor did it make provisions for incorporating the budgeting process in the IE plan. Major steps to ensure compliance have occurred since December 1998 when the college formed an IE Committee comprised of employees throughout the functional areas of the college. This committee has spearheaded an effort to get a clear definition of IE understood throughout the college. Outcomes for every curriculum program have been completed and for every administrative area of the college. The college has also procured the assistance of a consultant in the area of Institutional Effectiveness to aid in the further development of a viable IE plan.*

(B) Ensure that the college planning and management methods are effective.

Attainment Level:(2)

*The college is convinced that its management and planning methods are effective; however, only outside assessment of the college's management practices would validate this conviction. A management audit by the State Board for Technical and Comprehensive Education is scheduled to occur at the college in October 1999. Since this audit could not be done earlier, the college decided to carry forward this objective to the 1999-2000 year.*

## **STUDENT SERVICES:**

**Goal: Provide a comprehensive program of student support services to complement and support educational programs. (Time Line: Recurring unless otherwise noted.)**

Objectives:

(A) Provide student activities appropriate to the college's purpose and encompassing student interests.

Attainment Level:(1)

*A number of student activities were conducted during the 1998-1999 term that encompassed student interests and were appropriate to the college's purpose. For example, seminars were held on a monthly basis beginning in September 1998 on topics such as campus security, job seeking skills, and study skills.*

(B) Provide an effective student development program including assessment and career planning.

Attainment Level:(1)

*The college does not have a placement office; however, it does provide some services in this area. The Student Services Division has two counselors available to assist students in career planning and a computer software program that helps in assessment. The effectiveness of these services is well documented in the placement rates of our graduates, which normally exceed 60% within the first year of graduation.*

(C) Provide effective student services including counseling, job placement, financial aid, and student records.

Attainment Level:(2)

*Comments in (B) above also apply to this objective except to add that a plan was developed to transfer all student records to microfiche. The plan was implemented and is on schedule for getting all records transferred.*

(D) Within two years develop and implement activities to increase program completion rates. (By 1999)

Attainment Level:(2)

*The college formed a retention committee early in 1999 and they attended a workshop in Columbia for this purpose. Prior to the workshop the college conducted surveys involving faculty, staff, and students to determine improvement*

areas for retention. The surveys revealed only a few areas needing improvement. The implementation phase of these activities designed for improvement will be carried forward to the year 1999-2000.

**Goal: Ensure access to college programs by increasing enrollment in courses and seminars. (Time Line; All objectives to be completed by 1999)**

Objectives:

(A) Hire a recruiter to establish a viable recruiting program.

Attainment Level:(3)

*This objective was scrubbed after the college determined that no slot was available for a recruiter nor was there a possibility of acquiring one. Instead, a recruitment drive was initiated as described in (C) below which involved a number of college representatives rather than a single recruiter.*

(B) Allocate sufficient funds and resources to implement an effective marketing plan.

Attainment Level:(2)

*There were insufficient funds available to sponsor a detailed marketing plan this year; therefore, the college decided to postpone this objective and carry it forward for accomplishment in the 1999-2000 term. This postponement does not mean, however, that the college abandoned all marketing efforts for the year. To the contrary, several initiatives were carried out which did positively impact enrollment.*

(C) Implement enrollment management activities to increase enrollment.

Attainment Level:(1)

*In March and April of 1999, instructors from the industrial technology areas of the college with industry leaders in the community visited every high school in the district to conduct seminars on career opportunities. As a direct result of this effort, high school enrollment in industrial technology programs at the college has doubled.*

*Additionally, the college has worked in the past year to develop an influential relationship with a newly approved charter school in the district. The charter school is small and has little to offer in terms of vocational training for its students. Beginning in January 1999, the college and the charter school signed an agreement for the college to provide the vocational training for the charter school. Partnering efforts with the charter school have resulted in an additional 15 students in the college's Building Construction Trades program.*

## **FACILITIES:**

**Goal: Provide appropriate equipment, facilities, and other resources needed to assure the stability and growth of the college. (Time Line: Recurring unless otherwise noted.)**

Objectives:

(A) Provide adequate instructional laboratories, audio-visual and duplicating services, and learning skills centers.

Attainment Level:(1)

*All instructional laboratories, learning skills and audio-visual equipment is currently adequate; however, they are strained. The college has completed an expansion plan to be completed with the next three to four years. To maximize duplicating services the college has been reviewing and accepting bids for more up-to-date high-volume copiers to replace the older existing ones on campus. Additionally, the college is utilizing contract services through SBTCE for many large volume copying/printing jobs, such as the new Advisement Form and Leave Form completed in May 1999.*

(B) Ensure compliance with safety and security standards of federal and state requirements.

Attainment Level:(2)

*The greatest concern to the college in recent years has been the safety of the roof in both building A and B. The cost of roof replacement/repair was too great for the college to withstand; therefore, efforts were made with our*

*legislative delegation to get a bond bill passed that could support these repairs. The bond was approved in the 1999 session for 1.2 million and preliminary water proofing repairs are currently underway with the major portions of the repairs expected to begin early in the year 2000.*

(C) Allocate appropriate resources for the support functions of the college including Maintenance, Student Services, Business Office, MIS, Bookstore, Purchasing, Personnel, and Marketing.

Attainment Level:(1)

*Sufficient resources have been allocated to these functional areas. In fact, the college is currently in the second year of a three-year plan to replace carpeting throughout the college, and in April 1999, the Bookstore purchased a computerized point-of-sale system to accommodate the expansion of services in the Bookstore initiated in the summer of 1998.*

(D) Provide appropriate space to meet the purpose of all college departments.

Attainment Level:(1)

*As stated in (A) above, the available space at the college is adequate, but strained. Many classrooms and laboratories are at the maximum as is space available for continuing education. The college has an expansion plan to be completed within two to three years.*

(E) Ensure compliance with federal and state financial audit requirements.

Attainment Level:(1)

*In the last financial audit concluded in September 1998, the independent CPA who performed the audit cited no recommendations within his report.*

### **Report Summary:**

Williamsburg Technical College established 10 major goals in support of its mission during the 1998-99 year. To varying degrees of success, all of these major goals have been accomplished. In support of these major goals the college established 30 objectives. Twenty-two of these were accomplished this year; seven were either marginally accomplished or were carried forward for differing reasons, and one objective was abandoned entirely due to impossibility of achievement.





*U.S. Department of Education*  
*Office of Educational Research and Improvement (OERI)*  
*National Library of Education (NLE)*  
*Educational Resources Information Center (ERIC)*



## NOTICE

### Reproduction Basis



This document is covered by a signed "Reproduction Release (Blanket)" form (on file within the ERIC system), encompassing all or classes of documents from its source organization and, therefore, does not require a "Specific Document" Release form.



This document is Federally-funded, or carries its own permission to reproduce, or is otherwise in the public domain and, therefore, may be reproduced by ERIC without a signed Reproduction Release form (either "Specific Document" or "Blanket").