AGENCY NAME:	State Board for Technical and Comprehensive Education		
AGENCY CODE:	H59	SECTION:	25

Fiscal Year 2014-15
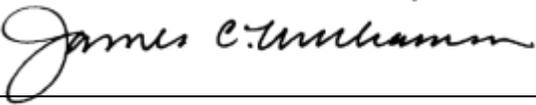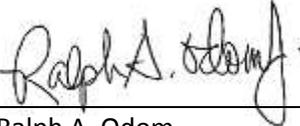
Accountability Report

SUBMISSION FORM

AGENCY MISSION	**Vision:** The SC Technical College System will lead the nation in delivering relevant and effective programs that advance workforce development, promote economic development and ensure attainment of student learning goals. **Mission:** The System provides learning opportunities that promote the economic and human resource development of the state. **Values:** The System's core values are: Partnership | Public Trust | Responsiveness |Opportunity | Access | Diversity | Integrity

Please identify your agency's preferred contacts for this year's accountability report.

	Name	*Phone*	*Email*
PRIMARY CONTACT:	Cindy Hoogenboom	803-896-5316	hoogenboomc@sctechsystem.edu
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I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	*James C. Williamson*
(TYPE/PRINT NAME):	James C. Williamson

BOARD/CMSN CHAIR (SIGN/DATE):	*Ralph A. Odom*
(TYPE/PRINT NAME):	Ralph A. Odom

Please note that the Mission, Vision, and Accomplishments of each of our colleges are included in the Appendix.

SC Technical College System

Preparing a Work-Ready South Carolina

The State Board for Technical and Comprehensive Education operates the SC Technical College System. The System consists of three major components that work together to lead workforce development and economic development efforts in South Carolina: our 16 colleges; our readySC™ program; and our Apprenticeship Carolina™ program.

All components of the System work collaboratively to build South Carolina's workforce. As the state's primary mechanism for workforce and economic development, the System plays a critical role in shaping South Carolina's economic landscape. Working diligently to ensure that tomorrow's workforce is armed with the right knowledge, skills and abilities to meet the ever-changing demands of business and industry, the System is enhancing employability of the state's citizens and preparing a work-ready South Carolina.

Our Colleges

Affordability and accessibility have long been key tenets of the System. Our colleges remain one of the most economical means to a quality higher education in South Carolina. It is important that we maintain a reasonable and affordable tuition for our students. To this end, each academic year, the State Board establishes a tuition range for the colleges. The Higher Education Price Index (HEPI) is used as a guideline for establishing this range. In addition, the System aggressively promotes each year the continued funding of the Lottery Tuition Assistance program, which currently helps to offset tuition up to $1,140 per semester. Nearly 30% of our students rely on this assistance to continue their educational pursuits.

Our colleges are strategically located across the state with nearly every South Carolinian within a 30-minute drive of one of our 16 main campuses or 43 satellite campuses. Yet, we understand that geographical location addresses just one aspect of accessibility. Flexibility as well as breadth and depth of programs and services offered must also be taken into account. Our colleges make available flexible course offerings, an array of online options and degrees, diplomas and certificates in South Carolina's high-demand, high-paying fields. Across the System, our colleges offer 77 degrees, 28 diplomas and nearly 1100 certificate programs.

readySC™

Our readySC™ program was established as an economic development training incentive designed to guarantee South Carolina could remain competitive through changing economic circumstances. It remains a key component of South Carolina's economic development engine and has been recognized for more than 50 years as one of the nation's premier programs of its kind. readySC focuses on the recruiting and initial training needs of new and expanding organizations in South Carolina by providing recruiting, assessment, training development, management and implementation services to qualifying organizations creating new, permanent, full-time jobs for the state that offer competitive wages and benefits.

Apprenticeship Carolina™

Established in 2007, Apprenticeship Carolina™ works to ensure all employers in South Carolina have access to the information and technical assistance they need to create demand-driven registered apprenticeship programs. At no cost to the employer, apprenticeship consultants guide companies through the registered apprenticeship development process from initial information to full recognition in the national Registered Apprenticeship System.

The growth in the number of programs and the number of apprentices has been phenomenal. Due to its innovative approach and exponential growth, Apprenticeship Carolina is held as a model for the nation.

MAJOR ACHIEVEMENTS

Leadership and Advocacy Initiatives

The System has always been and continues to be South Carolina's workforce development engine. The System offers

13,380 total apprentices

250,000+ More than a quarter million South Carolinians educated and trained each year

4,700 readySC trainees

organizations – large, small and all those in between – a wide variety of programs and services designed to enhance the skill level of our state's workforce.

The impact is far-reaching. As the state's largest higher-education sector, the System educates more of South Carolina's undergraduates than all other public colleges and universities combined – 58% of undergraduates in South Carolina enrolled at a public college or university attends one of our 16 colleges. Each year, we educate and train more than a quarter million South Carolinians.

Student success is an essential driver for the System. Our outstanding placement rates show that 86% of our graduates are either employed in a job related to their education or are continuing their education. Our innovative Apprenticeship Carolina program has increased the state's number of registered apprenticeship programs more than eight-fold. In addition, the System's readySC program is consistently listed as a top economic development incentive for workforce training and recruitment.

86%
placement rate

As part of efforts to improve communication with key stakeholders, the System updated all of its websites. This includes the System, readySC and Apprenticeship Carolina sites. These websites were redesigned to be engaging, mobile-friendly sites that provide the necessary information to stakeholders in a quick, succinct, easy-to-find format. A recent survey of key stakeholders found that the readySC website needed to furnish more case studies and testimonials as well as key information about experience and services provided. To this end, the home page's banner highlights in rotation: our significant tire experience; our comprehensive workforce solutions; a client testimonial video; an overview of our global experience; our substantial aerospace experience; and our sctechjobs.com website, which houses all of readySC's statewide training

opportunities. The home page also offers quick links to our services, industries served, additional testimonial videos as well as all of our twitter updates. Updates are made to the website on a consistent basis. The frequent updates, new mobile-friendly design and proactive social media presence have enhanced the site's search engine optimization. Feedback from early users has been extremely positive.

The overall goal of all three sites is to provide relevant and valuable information to our clients, prospects and students rather than to generate leads. In order to achieve this goal, we designed the site to be user-friendly and give visitors the pertinent information they seek about the System, its services and client testimonials in three clicks or less. Meeting this challenge requires that the site be well-organized. The sites' designs deliver engaging, mobile-friendly, easily accessible information about the System – our services, our experience and our successes in a straight-forward, easy-to-follow format that is also visually appealing. In addition, the sites have a responsive design that is accessible on a variety of different platforms and is 508 compliant. The System systemically tests the sites to ensure continued compliance.

Academic and Educational Initiatives

During this past year, the System completed a number of initiatives focused on student retention, professional development and legislative compliance. In January, the System launched its first-ever student retention initiative, branded as CodeIT Academy. Coordinated

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SC TECHNICAL COLLEGE SYSTEM

by the Academic and Student Affairs Division, the CodeIT Academy aims to increase abilITy, acuITy and audacITy among female students enrolled in Information Technology (IT) programs. Ten students from across the state were selected to participate in a twelve-week pilot program, funded by grants from Microsoft Research, the National Center for Women in Computing and the SC Dept of Education. The initiative was also supported through partnerships with SCETV,

IT-Ology, BlueCross/BlueShield of SC, SCANA, USC and Clemson. Efforts for the coming year will focus on tracking performance of the initial cohort and scaling the project to include more participants.

In addition to CodeIT, the System also completed activities for the third Faculty Academy cohort, which targeted faculty in STEM and Information Technology programs. Fourteen persons participated in synchronous and asynchronous workshops that included topics such as pedagogy, teaching and learning, assessment and student success. A total of forty faculty members have received this personalized training. The impact is far-reaching as several participants have shared their experiences with other colleagues through campus workshops, conference presentations and journal publications. At least five of the participants have received advanced positions and attribute their growth to participation in the Faculty Academy program.

While CodeIT and Faculty Academies are based on small cohorts, opportunities exist for professional development on a broader level. Approximately 350 part-time and full-time faculty and staff have been trained over the past academic year through the Teaching and Learning Tuesdays (TLT) Series. TLTs provide monthly online programming focused on new and innovative ways to incorporate technology into community college instruction. Sessions are designed to enhance pedagogical practice in support of overall student retention and success.

As needed, TLT sessions target special topics aside from technology. Four sessions this year addressed mandated compliance regulations under the recently approved legislation for Title IX (i.e., prevention of discrimination against protected classes). Efforts in this area also led to the successful acquisition of a training and research grant from the Association of Title IX Administrators. Under this grant, the Academic and Student Affairs staff will conduct research on the implementation of Title IX legislation at community colleges in Southern States.

Other grant awards received this year include support for advanced manufacturing

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www.sctechsystem.edu

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programs through Wells Fargo/AdvanceSC and a federal incentive grant from the Dept of Labor focusing on training in the healthcare, manufacturing and transportation clusters. A total of $892,000 in grant awards were received to support academic initiatives. This total is in addition to the $5 million in annually recurring Federal funds that support career and technical education programs offered for academic credit.

Other accomplishments include completion of the annual US Dept of Civil Rights Methods of Administration Audit for two colleges, as well as the submission of the biennial report and targeting plan. Regular activities continue, to include approval of 31 new programs, monitoring of dual enrollment and program evaluation, coordination of nearly twenty peer groups and ongoing research and publication.

350
faculty and staff
trained

Workforce Development Initiatives

Registered Apprenticeship. Established in 2007, the System's Apprenticeship Carolina program works to increase awareness and use of registered apprenticeships in the state. The growth has been phenomenal. Since 2007, the number of programs has increased eightfold from 90 to 759. The number of apprentices is nearly 13,400 from a mere 777 in 2007.

Each month, the program adds approximately 120 new apprentices and registers one or more programs per week. Companies quickly see the benefits of apprenticeship, including reduced turnover, improved productivity, enhanced quality and more. In fact, 273 occupations were added this past year to bring the total number of registered job titles to 1,256.

Many think of traditional trades such as construction, electrician and plumber as the ideal occupations for apprenticeship. Apprenticeship Carolina has broadened that scope to include nontraditional industry sectors like health care, information technology, tourism and advanced manufacturing. Because of its innovative approach and fast growth, Apprenticeship Carolina is held as a model for the nation.

Youth Apprenticeship. Youth Apprenticeship is a forward-focused component of Apprenticeship Carolina that is growing in popularity. Designed to create crucial recruitment pipelines of young, skilled workers, the program works to decrease costly turnover and allows companies to influence, mold and shape potential future employees. High school apprentices can earn a wage while they learn as well as enhance their employability by obtaining critical work skills. Youth apprenticeship also

APPRENTICESHIP
CAROLINA
SC TECHNICAL COLLEGE SYSTEM

works to strengthen students' academic success. High school completion is a requirement. This past year the number of companies with a registered youth program increased from 41 to 82. These programs include 49 new occupations.

1,256
registered
occupations

Apprenticeship Carolina submitted a $5 million grant application to the Dept of Labor for the SC Apprenticeship Grant Initiative. The award will be announced September 2015. Additionally, Apprenticeship Carolina sponsored numerous Workforce Opportunity Summit events in cooperation with technical colleges and school districts in South Carolina's upstate counties.

Enterprise Zone Retraining Act. The System assumed responsibility for the Enterprise Zone Retraining Act (Ezone) previously housed at the SC Dept of Commerce. After assuming this responsibility, Ezone processes were redefined and streamlined to encourage company usage. System staff participated in several information sessions throughout the state and continue to meet with colleges and companies. Over the past year, the System increased company usage from 39 companies to 55 companies. There are currently 59 companies participating. The System also developed a worksheet tool available to organizations for use with the Dept of Revenue audit process.

South Carolina Manufacturing Certification (SCMC). The System developed SCMC to respond to employers' need for a pipeline of manufacturing production technicians. The training includes safety, quality, manufacturing processes, production and maintenance modules. Offered statewide, the program provides a stackable credential and the tuition is offset by state funding. To date, the System has trained 1,331 production technicians

with 83.6% gaining employment within 90 days. These technicians earn an average wage of $12.41 per hour. Please note this program was not funded in the upcoming state budget.

Economic Development Initiatives

The System's readySC program plays a key role in the state's economic development efforts. It is recognized nationally as the premier program of its kind.

readySC focuses on the recruiting and initial training needs of new and expanding organizations and continues to be a top incentive for the state. More than 85% of relocating companies rank readySC's services as playing a significant role in their ultimate decision to move here.

On any given day, readySC is working approximately 125 projects across South Carolina. These projects cover the spectrum from our state's most-developed to least-developed counties and include both large organizations and smaller companies. Last year, readySC trained nearly 4,700 individuals and worked with 92 different companies. readySC worked with highly complex, large job creators such as Boeing, Michelin, Bridgestone and Continental Tire. The program also played an crucial role in South Carolina's economic development wins like Volvo Cars, Mercedes and Toray.

readySC conducted a stakeholder survey this year. Designed to measure familiarity with and perception of the program, as well as strengths, weaknesses and areas of opportunity, the survey was sent to 265 stakeholders. The results of the survey were overwhelmingly positive. 93% of respondents were familiar to very familiar with readySC, and the same percentage had a favorable to very favorable perception of the program. Adjectives used to describe the program included responsive, flexible, effective, valuable, customized, helpful, timely and supportive. The survey provided valuable feedback for areas of focus with
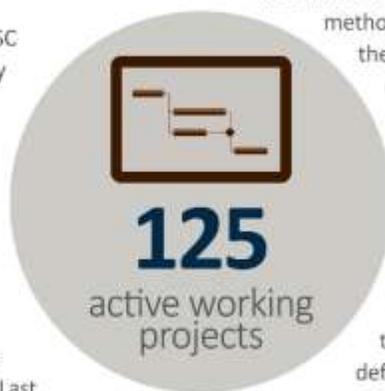
branding and promoting these critical programs as well as stakeholders preferred method of receiving information.

Internally, readySC successfully transitioned to a new organizational structure that includes two senior area directors and a senior training manager to help oversee management of the program.

Fiscal and Budget Initiatives

STEM+ Funding Allocation Formula. The System received $2.5 million in STEM+ Funding for FY2014-2015. Provided by Proviso 25.6, the funding must be distributed to the colleges for E&G STEM Programs: Critical Needs Workforce Development Initiatives, and the State Board must allocate the funds between colleges based on a methodology designed to best meet the state's workforce needs and demands. This methodology was created by the State Board in consultation with the Dept of Commerce and the Dept of Employment and Workforce and identified the areas with the most critical need. For this purpose, critical need was defined as unmet employment demand in such fields as science, technology, engineering, mathematics and manufacturing. Funds must be used by the colleges for STEM programs. The clusters used for this formula included Health Sciences, Information Technology, Manufacturing, STEM, Agriculture, Food & Natural Resources, Architecture & Construction and Pre-Nursing as classified in AS or Health. The allocation formula includes three major sections: annualized headcount credit enrollment in clusters; non-credit contact hours in clusters; and the average unemployment for the last completed calendar quarter by county then averaged by college service area to get the sum of weighted unemployment by service area.

Performance Funding Allocation Formula. Although, the System did not receive any new recurring funds for the colleges in FY2014-2015, the General Assembly did fund the system in FY2013-2014 with new recurring funds for the colleges in the amount of $1.75 million. This funding

was distributed through the Performance Funding Allocation Formula again in FY2014-2015. The formula is a great example of the System's commitment to performance and ensuring our students' needs and those of business and industry are met. The formula includes three major sections: administrative and fiduciary; academic success and performance; and enrollment performance.

Legislative Budget. The System continues to be recognized by the General Assembly as a priority and were funded as follows for FY2014-2015:

- The General Fund Base Funding for the System was $ 123,709,884. Of this, the recurring funding that we received in the prior year of $ 1.75 million was distributed through the Performance Funding Allocation Formula. No new funds were allocated for this formula; however, $2.5 million in recurring funds were allocated through the STEM+ Funding Allocation Formula.

- The Lottery Tuition Assistance Program was funded for $49.1 million in FY14-15. This allowed the System to continue the semester award of $1,140.

- The System's readySC program was funded $ 5,438,000 for direct training projects and Boeing training in addition to recurring funding received with state appropriations.

- The colleges received $14,703,013 in non-recurring General Fund Surplus funding through Proviso 118.16 for programs, equipment and capital projects.

- The colleges received $10,655,487 in Capital Reserve Funds for capital projects, including the Aeronautical Training Center.

- The colleges received additional Lottery Funds for equipment in the amount of $1,102,438 and Lottery Technology in the amount of $3,939,044.

Information Technology Initiatives

Enterprise Information Security Planning. With increased data related risks in the state, the rapid upsurge of mobile devices and the need for information access 24/7, cyber security has become a priority

125
active working projects

issue for our institutions. An Enterprise IT Security Team was chartered to recommend and implement a system-wide approach dealing with cyber security. Issues included assessment, awareness and education as well as planning for cyber security at our colleges and the system office. The chartered team will work to leverage cost-effective approaches via collaboration and identify services as well as hardware and software toolsets that can be used and managed by the colleges.

The team also identified and retained a security consulting company with appropriate credentials and expertise to follow a nationally-recognized and state-approved methodology that will lead to a customized roadmap for information security compliance for each college and the system office. The Roadmap to Compliance methodology includes validation and completion of asset inventories, data classification, gap analysis, risk and policy/process workshops with key stakeholders, identification of remediation strategies and plans, as well as alignment/validation with the NIST framework. This initiative will engage all relevant peer groups and stakeholders to adopt technology and process best practices based on the state's information security policies.

Enterprise Resource Planning (ERP) Strategies for the Future. Enterprise Resource Planning (ERP) systems and related processes represent significant resources and mission-critical activities at all the 16 technical colleges. The System's councils and peer groups chartered a project team to review and analyze current ERP-related costs across the System. The team also identified opportunities for collaborative services provisioning, including planning for future ERP needs. This effort targets improvements in operating cost and focuses on enhancing services and increasing efficiencies.

The project team identified a consulting company charged with helping to: promote awareness and understanding within the System for the current higher education ERP market; enhance understanding of the most viable options for the institutions; gauge interest from the colleges for potential future changes; and develop a justification and methodology for gathering requirements and exploring the market.

The team initiated this activity with an ERP workshop that had participation from all colleges. A pre-workshop survey was formulated to collect data on current challenges with the existing systems, and to gauge the level of potential change management issues. A report summarized the key discussion points and issues raised to validate the need for the System to move forward with an ERP systems assessment. Using this report, the consultants have proposed a methodology to conduct an ERP feasibility study and a business case for a select set of options that provide the best combination of potential value and feasibility, and serve as the basis for recommendations for future actions.

SC Manufacturing Certificate (SCMC) Manufacturing Simulation Application (MSA). The System contracted with a consulting company, Teamia to create the readySC Manufacturing Simulation Application or readySC MSA. The readySC MSA is a training simulation application which will ensure that state mandated manufacturing standards are taught and tested appropriately ensuring the highest hire rates possible after certification.

Designed to a number of detailed specifications, the readySC MSA closely reflects the demanding environment of a manufacturing facility while testing the student's level of knowledge regarding current manufacturing standards. While using the application, the student is presented with the task of building one of several possible models of a marshmallow gun. The application is customizable to continue to challenge students in the program. In addition, the application has incorporated quiz questions, which will test the students' knowledge of manufacturing standards. The pace of the simulation varies depending on the fluctuating frequency of incoming orders. The order frequency, alerts, quiz questions and various other aspects of the application are customizable and are specifically designed to test the students' understanding of the South Carolina manufacturing standards. The readySC MSA simulates a manufacturing setting without actually leaving the college campus.