

As part of the WI renewal process, schools must provide an institutional plan update that contains information about the progress the school has made on achieving the specific goals identified in Sections D & E of the previously submitted plan. Each school is asked to “build” upon the institutional plan on file with the EAP and add progress information. If significant changes have been made during the past year substantially affecting the stated goals in your school’s plan, please submit a new institutional plan.

D. SWOT Analysis-Tulsa Welding School Jacksonville, FL

Institutional Plan with Stated Progress

Strengths:

1. *Brand*-The Tulsa Welding School brand is well respected throughout the welding industry, both in academic and practical setting. Our brand respects excellence in welding education and top notch graduates that are trained to provide the welding industry with the skills necessary to accomplish the job. Oftentimes we are sought out by employers to come onsite for the purpose of testing and hiring graduates of our programs.

2018 Update: This strength is unchanged and remains one of Tulsa Welding School’s greatest assets.

2. *Highly Skilled and Qualified Faculty*-The combined years of experience of our welding faculty is over 400 years. Having this depth of knowledge and experience allows us to bring our students a top notch education. Our welding instructors experience spans multiple industries and disciplines, therefore our students are exposed to not only welding, but real world application of where they can utilize their skills upon graduation. The school is also proud to have had 6 of its instructors successfully sit for and pass the CWI (Certified Welding Instructor) certification. This has allowed the school to become an AWS Certified Testing Facility.

2018 Update: This strength is unchanged. Tulsa Welding School remains committed to identifying, developing, and retaining the best possible instructors.

3. *Compliance*-Tulsa Welding School Jacksonville has a strong compliance and regulatory record. We pride ourselves with being in compliance with all state, federal, and accreditation guidelines.

2018 Update: This strength is unchanged. Tulsa Welding School in Jacksonville continues to progress through the renewal of accreditation process with its institutional accreditor, ACCSC. So far, the application has been accepted and the school hosted the on-site evaluation team. We expect the successful completion of this process by early 2019.

Weaknesses:

1. *Retention Rates*-Retention rates less than 85% will always be a weakness for us until we reach this benchmark. Although retention has improved dramatically over the years, the highest retention rate on record was achieved in FY16, 82%. The goal for FY17 was 83%; however, the school will fall short of this

goal and have a final retention rate of roughly 81%. A new Academic Dean will be coming on board in the near future and we are certain the impact of that office will make a difference.

2018 Update: This weakness is unchanged. Although Tulsa Welding School's retention rates remain strong, we have not consistently met the 83% goal we have set. Therefore, we continue to strive for the 83% mark and will list this area as a weakness until we meet that mark on a consistent basis.

2. *Space*-As the school has grown, not only in student population, but faculty and staff population, space has become a premium commodity. Although we have 2 physical buildings, proper and strategic utilization of the space has become a challenge. Our original approach was to house all welding related programs in one facility, and all HVAC related programs in another facility. However, due to our growth, we may have to revisit that concept and shift students, faculty, and staff into other spaces.

2018 Update: We still consider this a weakness. Tulsa Welding School has made a few efficiency adjustments to the already existing campus footprint. That said, growth and maximizing space utilization will be an ongoing consideration.

3. *Low female student population in welding*-We are increasingly finding employers who request female graduates to fill their open positions. With a limited female population, that poses an issue on the supply side for the demand of our employers. To combat this, our marketing department has done targeted campaigns towards the female demographic. The school also offers a Woman in Welding scholarship to help more female students attend school. We will continue to encourage women to attend our programs, not only to meet employer demand, but to provide a great education that leads to gainful employment.

2018 Update: This is still considered a weakness. Employers are still requesting female graduates and we still struggle to meet those needs. Tulsa Welding School has continued to dial in targeted marketing to prospective female students, as well as promoting and executing the Woman in Welding Scholarship.

Opportunities:

1. *Increased Community Involvement*-This remains an opportunity for our school. Although our community involvement has increased, we are still not at the level of involvement we desire to be. The school has developed a list of organizations we would like to partner with. That list includes, The Boy and Girl Scouts organizations, Susan G. Komen, and Habitat for Humanity, which would be a great community service project for our HVAC and Electrical students.

2018 Update: This continues to be an opportunity for Tulsa Welding School. Community involvement is important to the school, and we hope to expand our role and partnerships in this regard.

2. *Increase the feeling of "community" amongst staff, faculty, students, and parents*-We believe the sense of community is an important factor in retaining students throughout the duration of their program. To develop this feeling of community, and connectedness, we must pull together staff, faculty, parents, and students. We must leverage the interaction with parents that come to orientation and tie them into the campus and its activities. We must broaden instructor and student interaction beyond just the classroom, with clubs and groups. We must tie in our staff as well into these activities to maximize touchpoints.

2018 Update: This remains a multi-level opportunity for Tulsa Welding School. Over the past year, the school has found success in building that sense of “community” through the execution of a robust student services program. We have seen enhanced networking and connections as part of the ambassador program along with various school events and activities. That said, we continue to see significant opportunity and value in increasing the sense of community among our students, faculty, and staff. A particular focus is continuing to ensure the “community” exists regardless of program or location. Our goal is to continue to build on our efforts in this area.

3. *Technology in Learning*-Although we have made great strides in the area of technology in our classrooms and curriculum, there is still much more to do and explore. We have recently transitioned to U-Linc, which provides an electronic interface for students and the curriculum. Moreover, all of our classrooms are equipped with Wi-Fi. We have also implemented a “Demo Zone” which has TVs connected to Go Pro Cameras to allow students to watch instructors perform projects and demonstrations without having to be up close. Despite these strides, we still believe there is technology available on the market that could provide for an even better student experience (smartboards to name one) that we should look into and incorporate if at all possible.

2018 Update: This continues to be an area of focus for the school. Engaging U-Linc as an electronic interface certainly improved our position and the student experience; however, we now face different challenges as a result of that improvement. For instance, U-Linc as a provider has not been able to ensure consistent and reliable service for our interface – creating frustration for students and faculty alike. Therefore, we are taking a close look at U-Linc as a provider while staying committed to our goal of progressing in the area of integrating better technology in our classrooms and curriculum. We plan to build upon the steady progress we have made in this area.

Threats:

1. *Inclement Weather*-As recently experienced with Hurricane Irma, and last year with Hurricane Matthew, inclement weather poses a threat to the school, its staff and faculty, students, and operations. This year interruption of operations was limited to 2 days; however, the lasting impact of the storm stretches well beyond just two days. Many people were without power for up to a week. Although the campus itself did not suffer power loss for that period of time, some of the employees and students were for that period of time. It would appear the long period of time for Hurricanes impacting the Jacksonville area has ended and it would be prudent of us to expect to be compromised next year as well.

Goals (Strengths and Weaknesses)

1. *Improve Retention Percentage to 83% by the end of FY18 (September 30, 2018) – In Process*
2. *Increase Placement Percentage to 90% by the end of FY18 (September 30, 2018) – In Process*
3. *Add at least 2 additional CWIs to the welding faculty by investing in 2 instructors currently without the certification by the end of FY18 (September 30, 2018) – In Process*
4. *Study the feasibility of relocating the pipefitting component of the Professional Welder with Pipefitting program to the 1750 Southside Blvd facility by December 2017. Accomplished*
5. ***New Goal to Replace #4 above: Successfully complete the rigorous process to become an Accredited Test Facility for the American Welding Society by the end of the calendar year (December 2018).***

Goals (Opportunities and Threats)

1. *Develop a comprehensive disaster communication and recovery plan by March 2018. – In Process* – The school developed the majority of the disaster communication and recovery plan prior to March 2018; however, shifting priorities changed the timeline a bit – for instance, establishing emergency management procedures around having an active shooter on campus moved the completion of this goal forward. The new goal is to complete the comprehensive disaster communication and recovery plan to the end of this calendar year (December 2018).
2. *Establish contacts at the community partners we are targeting and beginning planning involvement by December 2018. – In Process*
3. *Explore the latest classroom technologies that could improve the student experience by December 2018. In Process*