

2020-2021

Strategic Plan Report

Trident Technical College
Dr. Mary Thornley, President
February 21, 2022



TRIDENT TECHNICAL COLLEGE

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Table of Contents

Mission, Vision and Values	1
Annual Highlights	2
Organizational Profile	3
Strategic Planning	4
Strategic Plan Measures and Results:	5
Goal 1 – Increase Headcount Enrollment	5
Goal 2 – Improve Student Achievement	10
Goal 3 – Improve Customer Service	14
Goal 4 – Improve Fiscal Stability	16
Other Institutional Values	18

Mission, Vision and Values



At Trident Technical College (TTC), education is about opportunity. As one of South Carolina's largest higher education institutions, TTC provides that opportunity to over 19,000 curriculum and workforce training students each year. TTC offers more than 150 programs of study in some of the most sought-after career fields in aviation; business; manufacturing and maintenance trades; engineering technology; film, media and visual arts; health care; hospitality, tourism and culinary arts; law-related studies; community, family and child studies; and arts and sciences.

Rapid technological change and increased globalization create an extremely complex job market. Our job is to equip students with the education they need to succeed in this challenging environment. To meet their needs, as well as the needs of our region's workforce, we continue to grow.

TTC is committed to accountability. Our commitment to our students, our community and the citizens of South Carolina is simple: TTC will provide cost-effective, state-of-the-art workforce education and training to give our students the best opportunity to succeed in today's world.

Mission

Trident Technical College serves as a catalyst for personal, community and economic development by empowering individuals through education and training.

Vision

"Educate the Individual. Accelerate the Economy. Inspire the Future."

Values

Integrity	Academic Excellence	Excellence in Customer Service	Accountability
Respect	Accessibility and Affordability	Expertise	Global Competitiveness
Student Achievement	Diversity, Equity and Inclusion	Academic Freedom	

Role and Scope

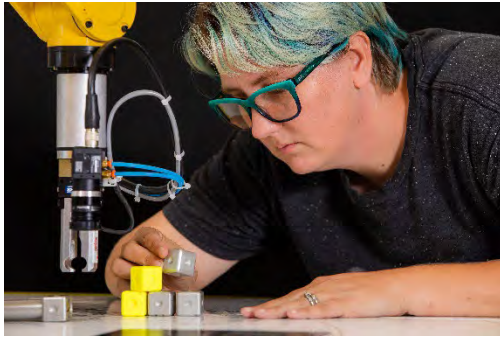
Trident Technical College is a public, two-year, multi-campus community college that provides quality education and promotes economic development in Berkeley, Charleston and Dorchester counties.

An open-door institution of higher education and one of the largest institutions in the state, Trident Technical College serves traditional and nontraditional curriculum students who have a wide variety of educational goals. To help students meet their goals, Trident Technical College offers university transfer associate degrees and applied technical associate degrees, diplomas and certificates. The curriculum includes programs in arts and sciences, aeronautics, business, information technology, engineering technology, health sciences, culinary and hospitality, manufacturing, maintenance trades, and public service. Additionally, the college offers a variety of noncredit employment training programs, which include customized education and training for business, industry and government.

To foster student success, Trident Technical College provides academic preparatory courses, academic assistance and comprehensive student services. In addition to traditional instruction, Trident Technical College's flexible course offerings and alternative delivery methods enable more members of the community to pursue higher education.

Annual Highlights

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) on-site visit and the college's response to COVID-19 was the continued focus of the institution during 2020-21.



Student Performance.

Student Performance Measure	Fall 2011	Fall 2020
Composition 1 Course Success Rate	61%	65%
College Algebra Course Success Rate	46%	51%
Overall Course Success Rate	62%	72%
First-time Full-time Freshman Fall-to-spring Persistence	77%	78%
First-time Full-time Freshman Fall-to-fall Retention	51%	58%

Table 1. Student Performance Measures.

Dual Credit/Youth Apprenticeships. Dual credit enrollments continue to account for 19% of the entire student population. With 2,113 students enrolled in Fall 2021 the number of dual credit students decreased 7% over Fall 2020. The apprenticeship program included 65 companies and 222 students in registered apprenticeship programs in 2020-21.

Workforce Pathways. The division of Education received funding from the General Assembly to offer scholarships for workforce training in 2020-21. Despite the setbacks related to the continued pandemic, the program served 623 students, with funding of \$696,295.83, which covered course fees in the areas of health care, manufacturing, information technology, and entrepreneurship.

SACSCOC Reaffirmation. As part of the decennial reaffirmation process, every college hosts an on-site reaffirmation review. Due to COVID-19 restrictions, the on-site review was held virtually in September 2020. TTC's on-site review was a huge success, and the college received no formal recommendations indicating areas of noncompliance. In June 2021, the SACSCOC Board of Trustees reaffirmed accreditation for TTC. The next reaffirmation will take place in 2031.

Dorchester Campus. Renovation of the former Big Lots store in the Oakbrook area of Summerville was completed in Spring 2021 and a ribbon cutting ceremony was held in May 2021. The campus opened to the public on June 1, 2021. Several STEM kids' camps were held at the campus over the summer and credit course offerings began in Fall 2021 with an enrollment of 251 students.

Grants. TTC's development division had a highly successful year in 2020-2021. The U.S. Department of Education awarded the college five-year grants for the Educational Opportunity Center (\$3,274,000) and Talent Search (\$2,357,695) programs. The Truist Foundation awarded the TTC Foundation \$1,000,000 to help establish a CDL program at Berkeley Campus. The Federal Aviation Administration awarded TTC \$250,000 in its inaugural Aviation Maintenance Technical Workers grant program. Grants supporting apprenticeships included \$150,000 from Boeing, \$457,675 from SCTCS, \$195,000 from New America, \$30,000 from Bank of America, and \$10,000 from Truist Community Development. The SC Film Commission continued to support the Indie Grants program with \$240,000 in funding. Additional grants supported the development of an entrepreneur center (\$40,000 from the SC Department of Commerce and \$20,000 from Coastal Community Foundation), and TTC also received awards from Barzan, Boeing, and Bosch to support a variety of student-focused STEM projects.

Organizational Profile

Student Demographics

TTC Student Profile		
Total Enrollment	Fall 2021	11,286
Age	<25	64%
	>25	36%
Gender	Male	39%
	Female	61%
Race/Ethnicity	Asian	2%
	American Indian/Alaskan	<1%
	African American	26%
	Hawaiian/Pacific Islander	<1%
	Hispanic	8%
	White/Non-Hispanic	56%
	Two or more races	5%
Program	Unknown	2%
	Technical	46%
	Transfer	32%
Student Load	Non-Degree	22%
	Full-time	36%
	Part-time	64%

Table 2. TTC Student Demographics

Trident Technical College is a public two-year college in South Carolina serving Berkeley, Charleston and Dorchester counties with five campuses, two instructional sites, and numerous distance-learning opportunities. A member of the 16-college State Board for Technical and Comprehensive Education (SBTCE) system, TTC provides educational programs and promotes economic development in the tri-county area.

Employees

TTC employs a diverse and highly qualified faculty and staff. TTC faculty members average 14 years of teaching experience and 10 years of work experience in their discipline. Eighty-four percent of the faculty hold advanced degrees.

TTC Faculty and Staff			
Fall 2021	Total	588	Percent
Status	Faculty	239	41%
	Staff	349	59%
Gender	Female	345	59%
	Male	243	41%
Ethnicity	African American	173	29%
	White/Non-Hispanic	376	64%
	Other minorities	39	7%

Table 3. TTC Faculty and Staff Demographics

Operating Locations

The college maintains five campuses: Thornley Campus in North Charleston, Berkeley Campus in rural Berkeley County, Palmer Campus in downtown Charleston, Mount Pleasant Campus in the East Cooper area, and Dorchester Campus in the Oakbrook area of Dorchester County. TTC has two instructional sites: Dorchester County QuickJobs Training Center and Wando High School. TTC offers courses at additional off-site locations as appropriate, including courses for dual credit students in other area high schools, clinical courses in hospitals and medical facilities, courses delivered at local business and industry locations, and continuing education outreach programs in rural areas.

Strategic Planning

In Fall 2016, TTC completed work on the 2016-21 Strategic Plan. The college has identified four strategic goals and strategic initiatives to support each goal.

1. Increase Headcount Enrollment

- 1.1 Increase applications
- 1.2 Increase yield on applied to enrolled applicants
- 1.3 Increase external partnerships
- 1.4 Increase flexibility in paying tuition
- 1.5 Increase number of Life Scholarship students
- 1.6 Increase the number of students moving from Continuing Education to credit through articulation pathways
- 1.7 Increase online and hybrid course offerings
- 1.8 Market certificate programs to employers

2. Improve Student Achievement

- 2.1 Increase student success
- 2.2 Increase fall to spring retention for all students
- 2.3 Increase fall to fall retention for first time freshmen
- 2.4 Decrease success rate gaps and increase retention of minority students
- 2.5 Investigate how to move the curriculum toward more stackable credentials
- 2.6 Improve academic technology
- 2.7 Ensure every faculty member is using D2L

3. Improve Customer Service

- 3.1 Identify college standards for customer service
- 3.2 Ensure easy access to college information and appropriate training
- 3.3 Improve Help Desk functions

4. Improve Fiscal Stability

- 4.1 Increase alternative revenue sources
- 4.2 Increase revenues and reduce expenses associated with facilities rentals to realize a positive net revenue by June 30, 2020
- 4.3 Increase State funding for operations
- 4.4 Increase County funding
- 4.5 Maintain Continuing Education net revenue between 2% and 5% each year
- 4.6 Increase revenue from credit course offerings
- 4.7 Increase educational partnerships with businesses that offer education benefits to employees
- 4.8 Develop short-term professional development opportunities in Continuing Education for white collar workers
- 4.9 Expand apprenticeship programs in Continuing Education

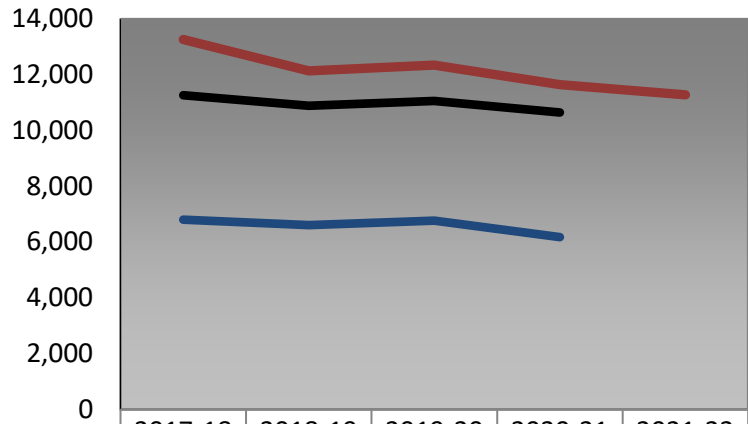
Increase Headcount Enrollment

1.0 Increase Enrollment

After an enrollment increase in all three semesters during 2019-20, enrollment has declined. Fall 2021 had an enrollment decline of 3.1%.

Sources: TTC Institutional Research, IPEDS

Academic Year Enrollments



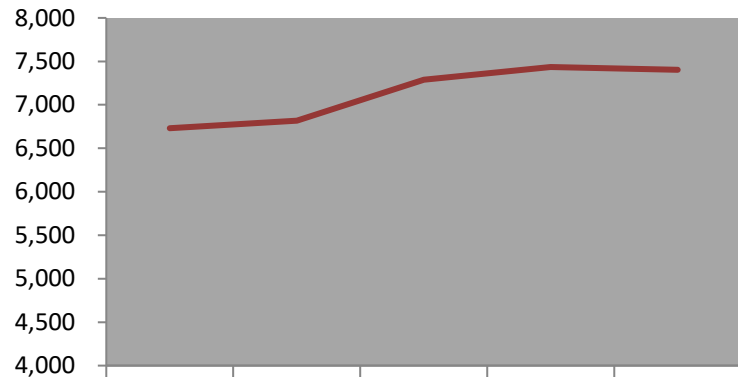
	2017-18	2018-19	2019-20	2020-21	2021-22
Fall	13,271	12,148	12,351	11,650	11,286
Spring	11,272	10,895	11,064	10,653	
Summer	6,808	6,612	6,771	6,182	

1.1 Increase Applications

After four consecutive years of increase, applications saw a slight decrease in the Fall 2021 semester. The overall count was down 33 applications for a decrease of 0.4%.

Sources: TTC Institutional Research, TTC Student Services

Fall Applications



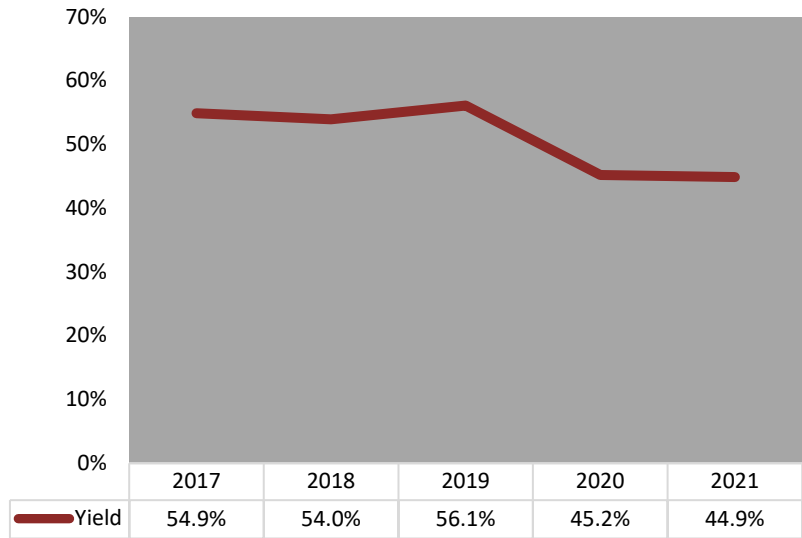
	2017	2018	2019	2020	2021
Applications	6,731	6,817	7,288	7,435	7,402

1.2 Increase Yield on Applied to Enrolled Applicants

After the sharp decrease in yield from Fall 2019 to Fall 2020 the applied to enrolled percentage leveled out from Fall 2020 to Fall 2021.

Source: TTC Institutional Research, TTC Student Services

Applied to Enrolled Yield Fall Terms

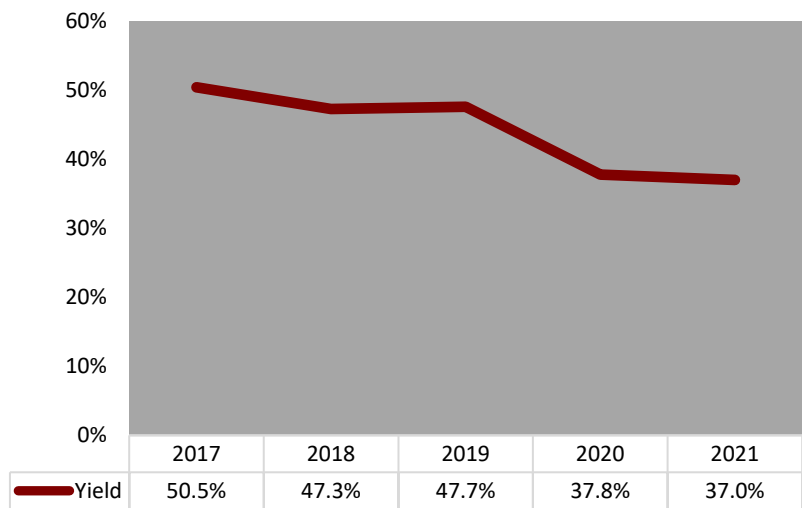


1.2.1 Increase Yield through Effectiveness of The Hub

After the sharp decrease in yield from Fall 2019 to Fall 2020 the applied to enrolled percentage of non-dual credit students leveled out from Fall 2020 to Fall 2021.

Source: TTC Institutional Research, TTC Student Services

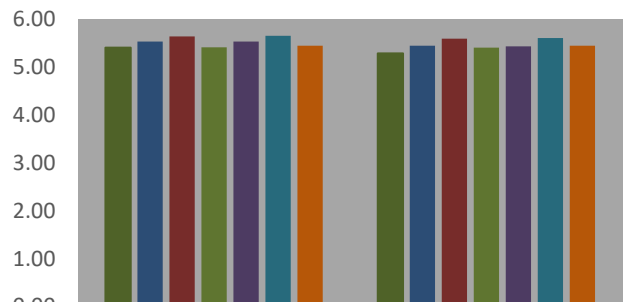
Applied to Enrolled Yield for Non-Dual Credit Students



1.2.2 Student Satisfaction with The Hub

Students that use Hub services report satisfaction greater than the national mean and substantially greater than TTC students do overall. Hub User satisfaction has increased since Fall 2018.

Student Satisfaction with The Hub



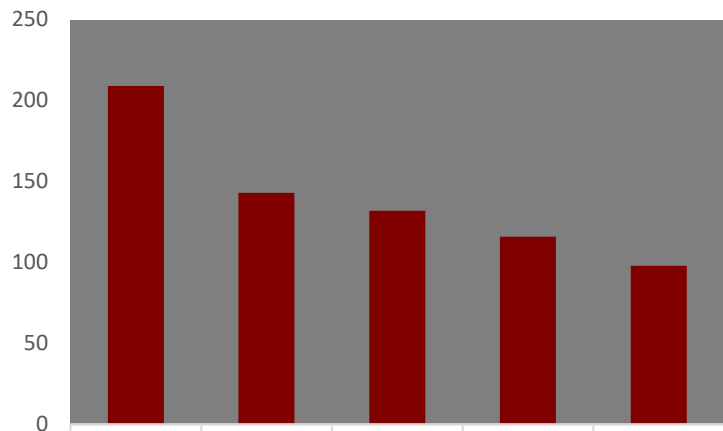
	My academic advisor helps me set goals to work toward.	I seldom get the "run-around" when seeking information on this campus.
■ 2018 TTC	5.40	5.28
■ 2019 TTC	5.53	5.44
■ 2019 HUB Users	5.64	5.59
■ 2019 National Mean	5.41	5.40
■ 2020 TTC	5.53	5.43
■ 2020 HUB Users	5.65	5.60
■ 2020 National Mean	5.44	5.44

1.3.1 Increase External Partnerships

TTC's partnership with the College of Charleston began in the Fall 2017 term. All classes are taught on the College of Charleston campus by TTC faculty.

Source: TTC Institutional Research

College of Charleston Bridge Program Enrollment



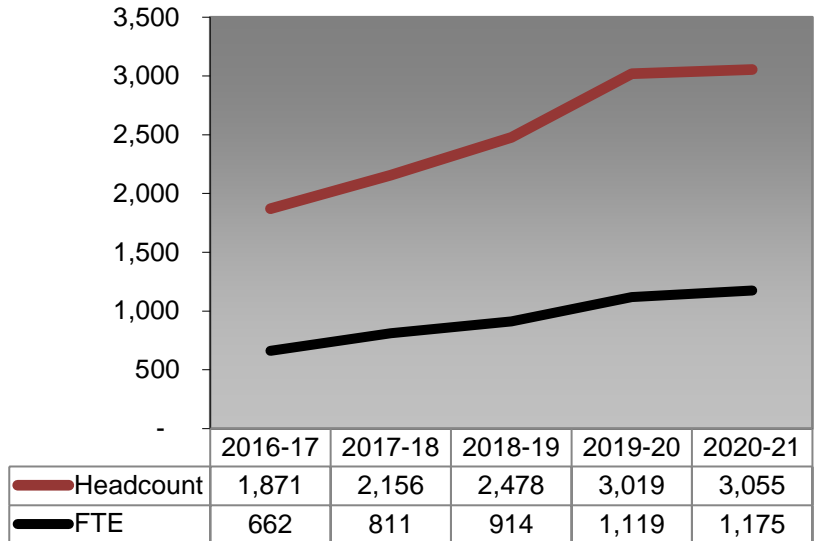
	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
■ Enrollment	209	143	132	116	98

1.3.2 Increase External Partnerships

Dual credit enrollment continues to grow, 1.2% in the last academic year.

Source: TTC Institutional Research

Dual Enrollment and FTE by Academic Year

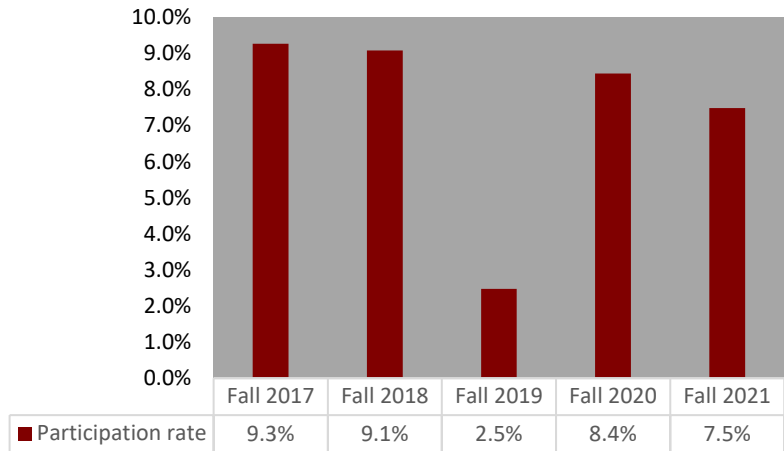


1.4 Increase Flexibility in Paying Tuition

The number of students using the payment plan decreased from Fall 2020 to Fall 2021, but nowhere near the dramatic decline in Fall 2019.

Source: TTC Institutional Research, TTC Finance Office

Nelnet Payment Plan Participation in Fall terms

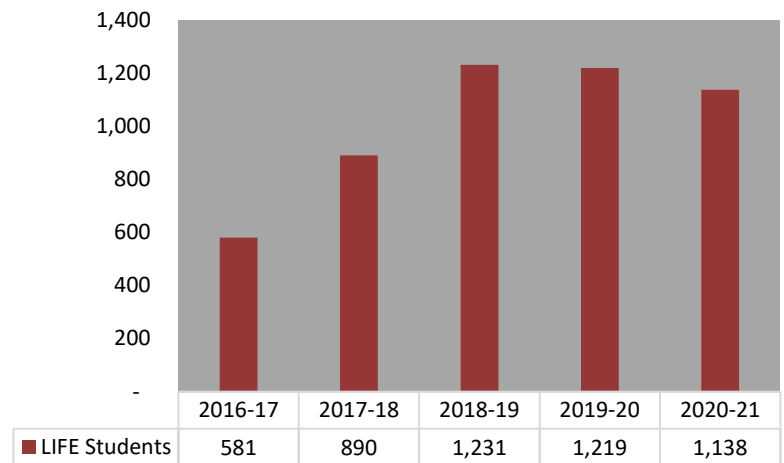


1.5 Increase Number of Life Scholarship Students

TTC continues to hold Life Scholarship information sessions to attract local students eligible for Life Scholarships. These sessions have appeared to pay dividends as the number of Life Scholarships awarded has maintained the increases from the 2018-19 academic year.

Source: TTC Institutional Research, TTC Student Services

Life Scholarship Students by Fiscal Year



1.5.1 Increase Number of Life Scholarship Students Maintaining the Scholarship

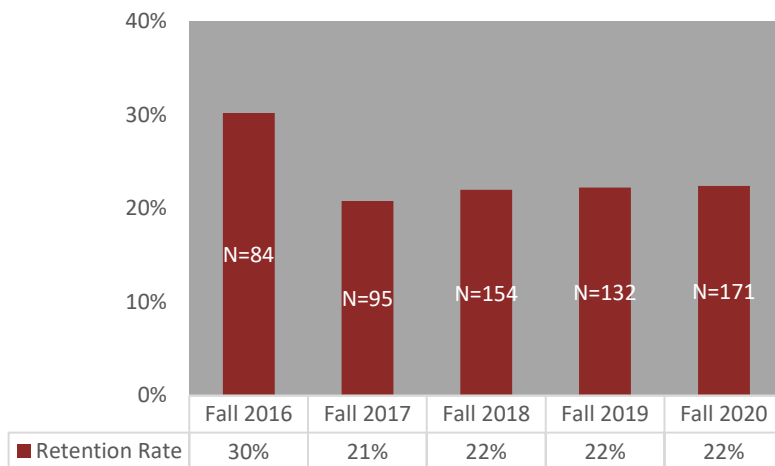
While the percentage has remained consistent for four years, the number of students retaining the scholarship increased by 80% over Fall 2017 and by 30% over Fall 2019.*

Source: TTC Institutional Research, TTC Student Services, SC CHE

*students enrolled in the Charleston Bridge program are excluded in these calculations as they enroll at C of C following the completion of the bridge program which is a one semester program.

N = the number of students that retained the life scholarship

Percentage of First Time Freshmen Retained to Following Fall Term with the Life Scholarship Intact

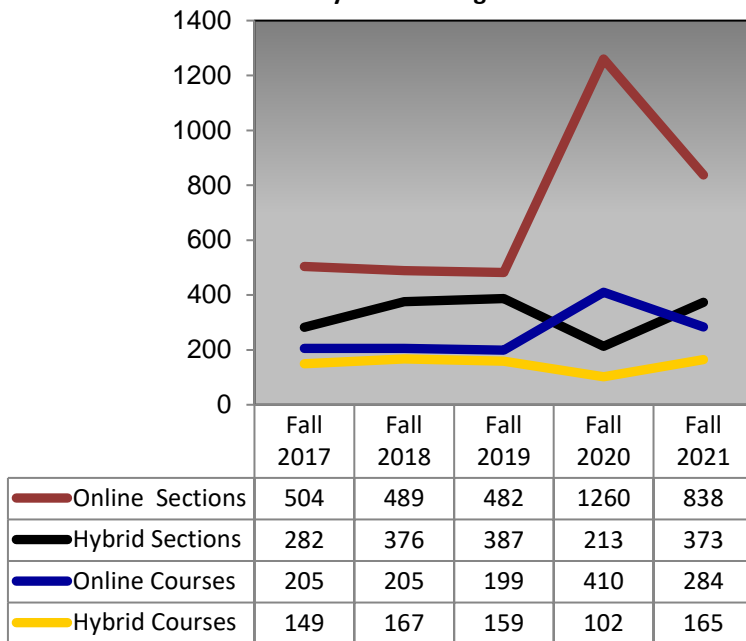


1.6 Increase Online and Hybrid Course Offerings

Fall 2021 course offerings were not affected as dramatically by COVID-19 restrictions as Fall 2020. The college continues to respond to demand for alternate instruction, and 96 of the “online sections” were instructed as SOM classes in 56 of the “online courses”.

Source: TTC Academic Affairs, TTC Institutional Research

Online and Hybrid Offerings Fall Terms



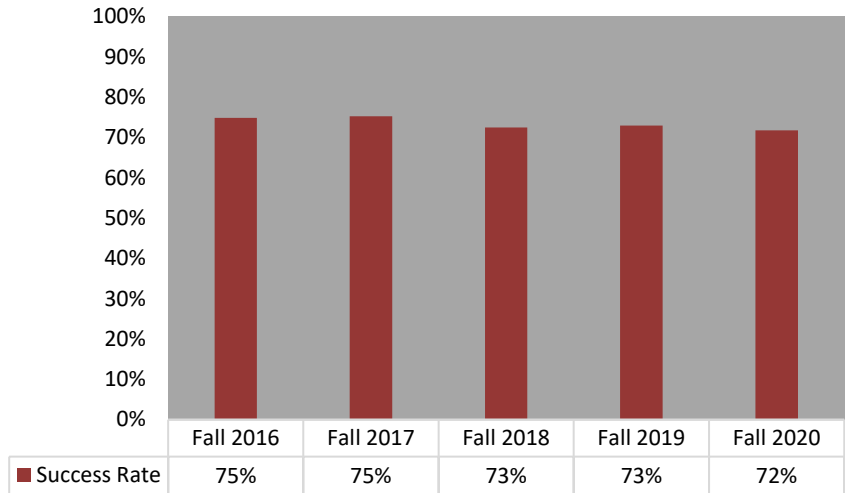
Improve Student Achievement

2.0 Improve Student Achievement

Overall course success rates have remained consistent year to year but have decreased slightly since the Fall 2014 (76%) conversion to the compressed schedule.

Source: TTC Institutional Research

Overall Success Rates in Fall Terms

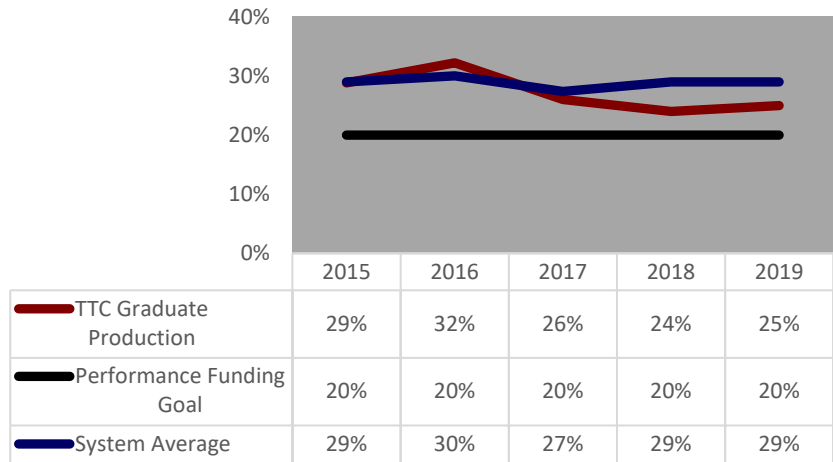


2.1.1 Increase Student Success

One of the State Technical College System's Performance Funding Goals, the Graduate Production Rate is the total number of credentials awarded in an academic year divided by the fall Full-Time Equivalent (FTE). TTC has consistently exceeded the goal.

Source: TTC Institutional Research

Graduate Production Rate

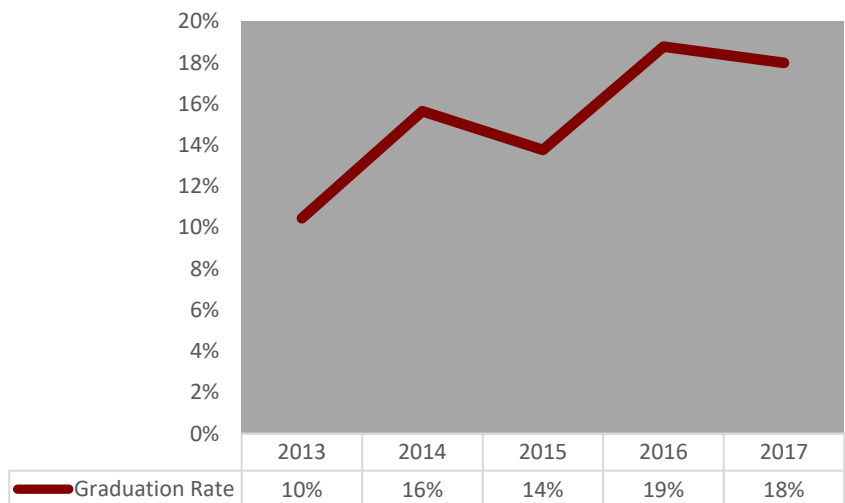


2.1.2 Increase Student Success

The IPEDS 150% graduation rate is the generally recognized metric for college graduation rates. This metric measures what percentage of full-time first-time freshmen graduate within 3 years. While the rate is low, TTC has experienced a significant percentage point increase since 2013.

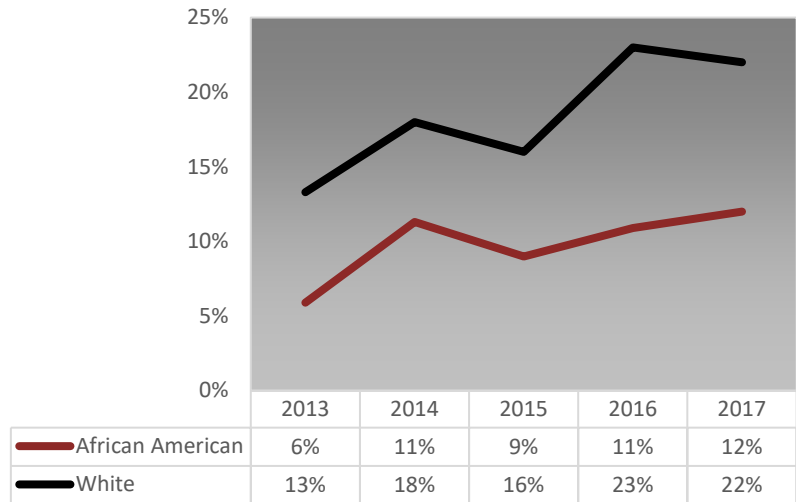
Source: TTC Institutional Research

IPEDS 150% Graduation Rates



2.1.3 Increase Student Success
 TTC monitors graduation rates by race/ethnicity. While graduation rates of African American students remain lower than white students, they too have made significant gains since 2013.

IPEDS 150% Graduation Rates by Race/Ethnicity

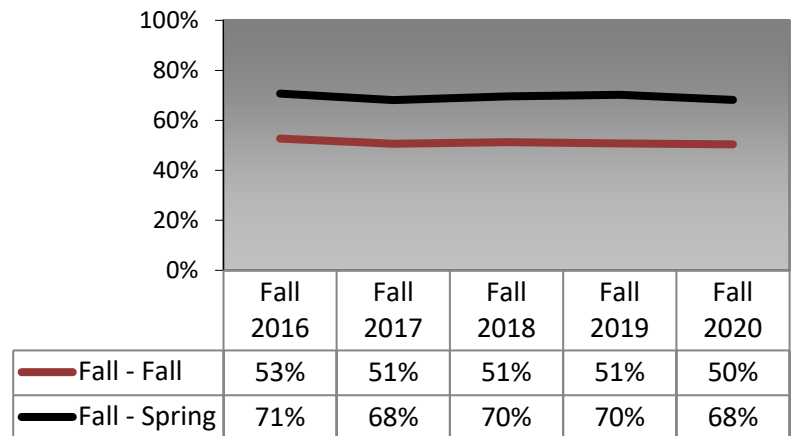


2.2 Increase Retention Rates for all Students

Both Fall-to-Fall and Fall-to-Spring retention rates have been stable since 2016. TTC has created a Retention committee to address stagnant retention rates.

Source: TTC Institutional Research

Fall-to-Fall and Fall-to-Spring Retention for All Students

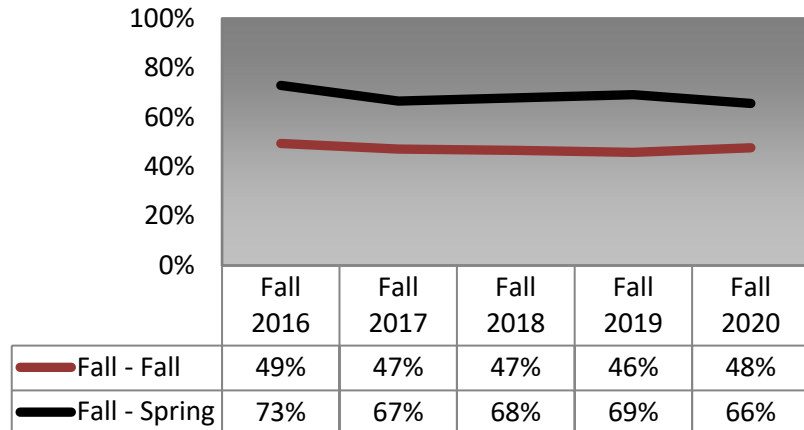


2.3 Increase Fall-to-Fall Retention rates for First Time Freshmen

The fall-to-fall retention rates for first time freshmen continue to stagnate while fall-to-spring rates have decreased.

Source: TTC Institutional Research

Fall-to-Fall and Fall-to-Spring Retention for First Time Freshmen

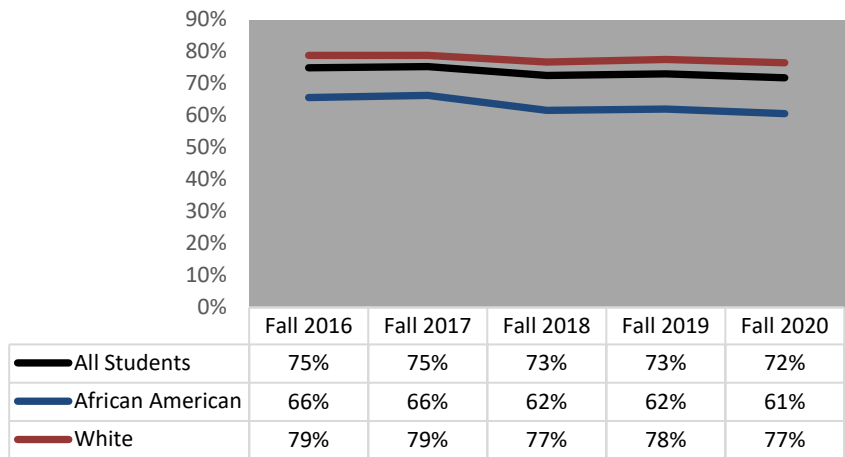


2.4.1 Decrease Success Rate Gaps

Success rates for all students have remained consistent year to year but have decreased slightly since the Fall 2014 (76%) conversion to the compressed schedule. The achievement gap between African American students and white students has followed a similar pattern. Fall 2014 had a gap of 13% while Fall 2020 has a gap of 16%.

Source: TTC Institutional Research

Success Rate by Race

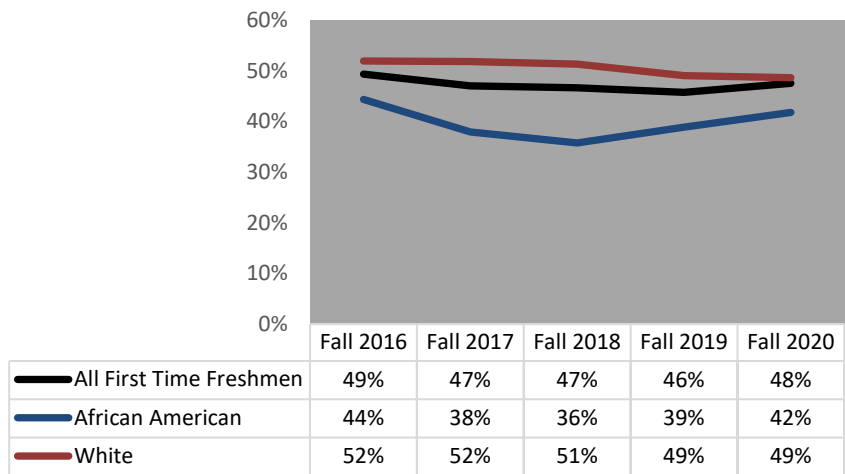


2.4.2 Decrease Retention Rate Gaps

Retention rates overall for first time freshman have remained stable. After a significant decrease in retention among African American students, the past 2 years have shown an increase.

Source: TTC Institutional Research

Fall-to-Fall Retention Rates by Race

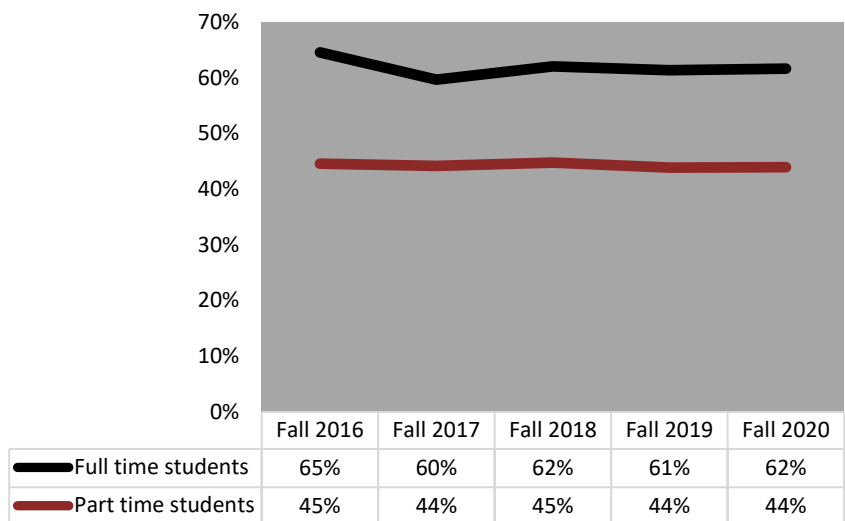


2.4.3 Decrease Retention Rate Gaps between Full-time and Part-time students.

TTC has recognized part-time students have much lower retention rates when compared to full-time students. The college has formed the Retention Committee to develop initiatives to improve retention rates.

Source: TTC Institutional Research

Fall-to-Fall Retention by Enrollment Status

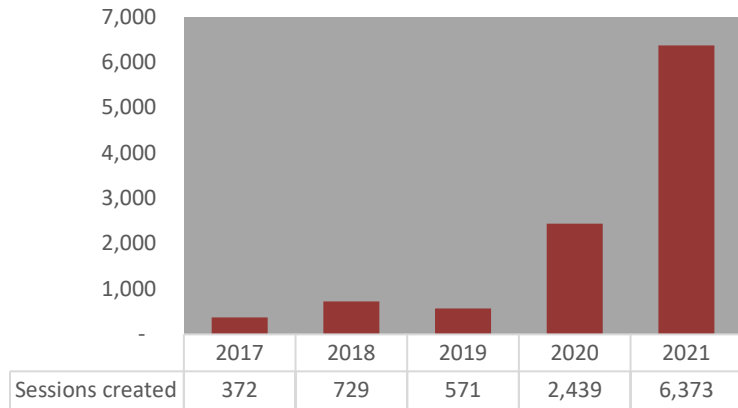


2.6 Improve Academic Technology

Within D2L, the learning management system, faculty continue to use the Bongo session recordings allowing students to watch asynchronously. This is especially useful in online and hybrid delivery methods.

Source: TTC Distance Learning and Broadcast Services

Bongo Sessions Created

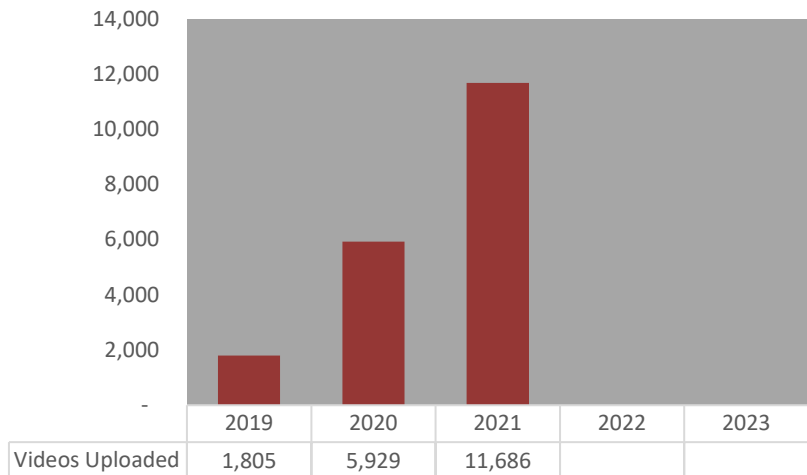


2.6.1 Academic Technology for Course Assignments

A new feature of the Bongo software is the ability of students to upload assignment videos. During COVID-19 students began using Bongo to upload individual assignments, group assignments, Q&A, and interactive video. This use has continued to increase.

Source: TTC Distance Learning and Broadcast Services

Bongo Assignment Video Uploads

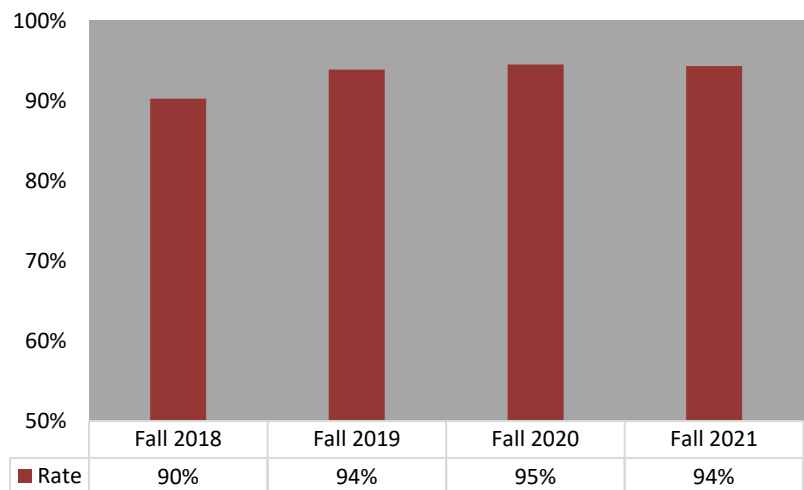


2.7 Ensure D2L Use

Faculty are consistently using D2L in their courses.

Source: TTC Institutional Research, TTC Division of Education

D2L Usage by Faculty



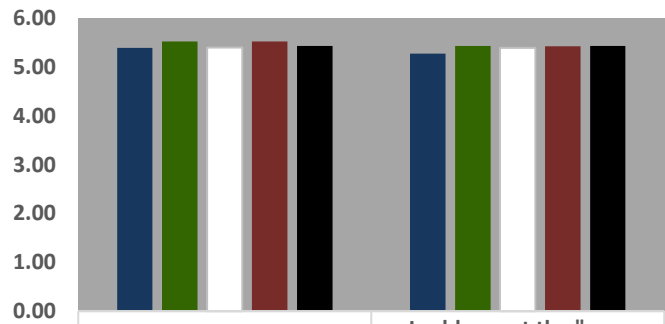
Improve Customer Service

3.1 Improve Customer Service

The 2020 survey results were mixed. Satisfaction with academic advisors remained unchanged from 2019 while satisfaction with “run-around” decreased slightly from 2019. In comparison to the National Mean, TTC scored higher in satisfaction with academic advisors and lower in satisfaction with “run-around”.

Source: TTC Institutional Research, Ruffalo Noel-Levitz Survey

Student Satisfaction Results

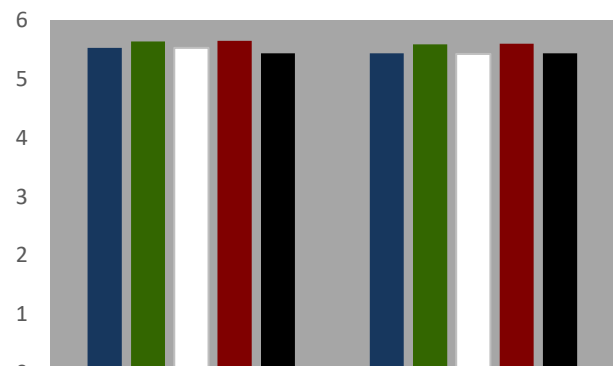


	My academic advisor helps me set goals to work toward.	I seldom get the "run-around" when seeking information on this campus.
■ 2018 TTC	5.40	5.28
■ 2019 TTC	5.53	5.44
□ 2019 National Mean	5.41	5.40
■ 2020 TTC	5.53	5.43
■ 2020 National Mean	5.44	5.44

3.1.1 The Hub Customer Service

In 2018 TTC disaggregated the Noel-Levitz responses by self-identified Hub users and non-users. Students that identified using The Hub continue to exceed the overall TTC satisfaction score.

Student Satisfaction Results-The Hub



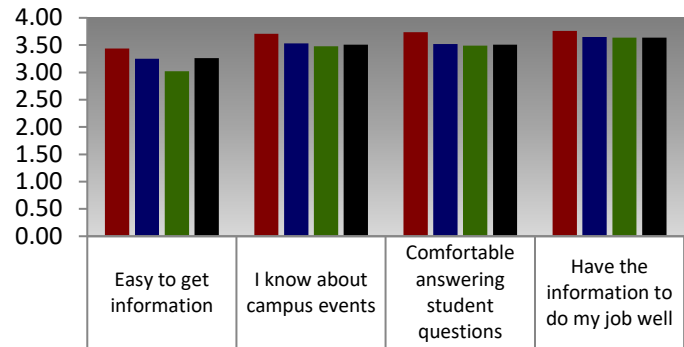
	My academic advisor helps me set goals to work toward.	I seldom get the "run-around" when seeking information on this campus.
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■ 2019 HUB Users	5.64	5.59
□ 2020 TTC	5.53	5.43
■ 2020 HUB Users	5.65	5.60
■ 2020 National Mean	5.44	5.44

3.2 Easy Access to College Information

Although employees' responses fell between 2012 and 2014, the 2014-15 results mirror the national mean. The 2018 results mirror the national mean except in the "Easy to get information" category.

Source: TTC Institutional Research, Ruffalo Noel-Levitz College Employee Satisfaction Survey

College Employee Satisfaction Survey



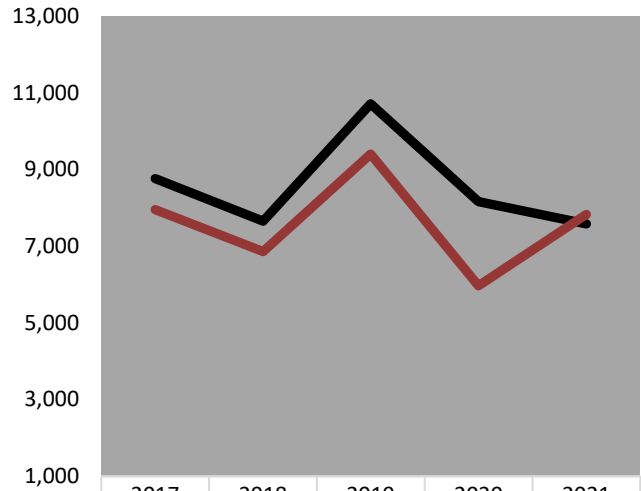
	Easy to get information	I know about campus events	Comfortable answering student questions	Have the information to do my job well
2012	3.44	3.71	3.74	3.76
2015	3.25	3.53	3.52	3.65
2018	3.02	3.48	3.49	3.64
2018 National Mean	3.26	3.51	3.51	3.64

3.3 Improve Help Desk Functions

2021 shows 103% of tickets were resolved by the helpdesk. This accounts for the back log created during 2020 when 73% of the tickets were resolved by the helpdesk.

Source: TTC Information Technology

Tickets Resolved by the Helpdesk



	2017	2018	2019	2020	2021
Tickets Resolved	8,771	7,656	10,718	8,163	7,586
Resolved by Helpdesk	7,960	6,862	9,407	5,971	7,833

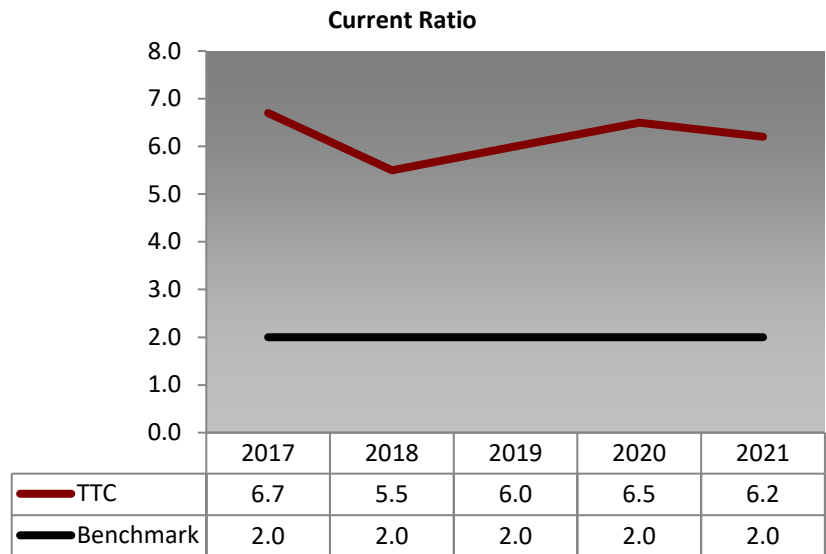
Improve Fiscal Stability

4.0 Improve Fiscal Stability

The college's careful approach to budget planning is reflected in key indicators of fiscal health.

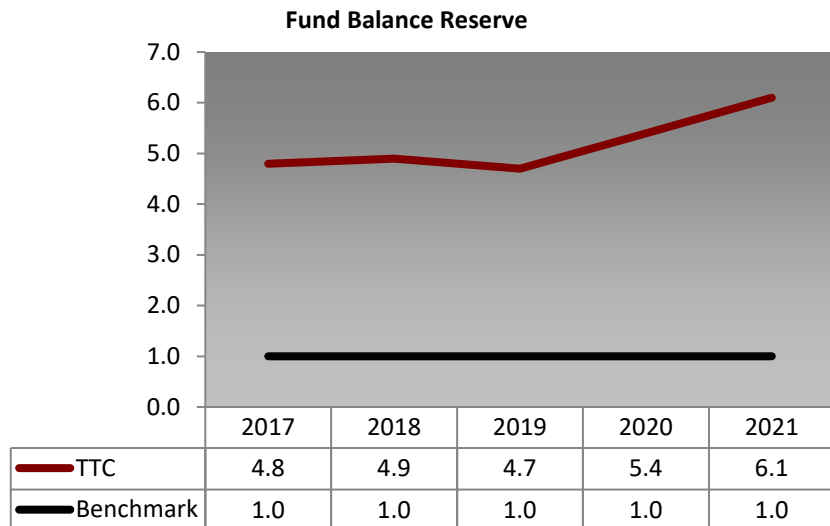
The current ratio is current assets divided by current liabilities. The benchmark for this ratio is 2.0.

Source: TTC Business Affairs



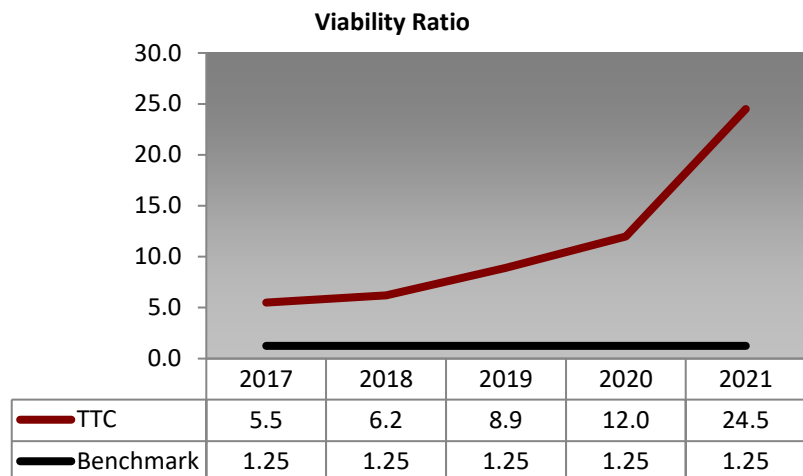
The fund balance reserve ratio is the fund balance divided by operating expenses, multiplied by 12 months. The benchmark for this ratio is 1.0.

Source: TTC Business Affairs



The viability ratio is expendable net assets plus long-term debt, divided by long-term debt. The benchmark for this ratio is 1.25.

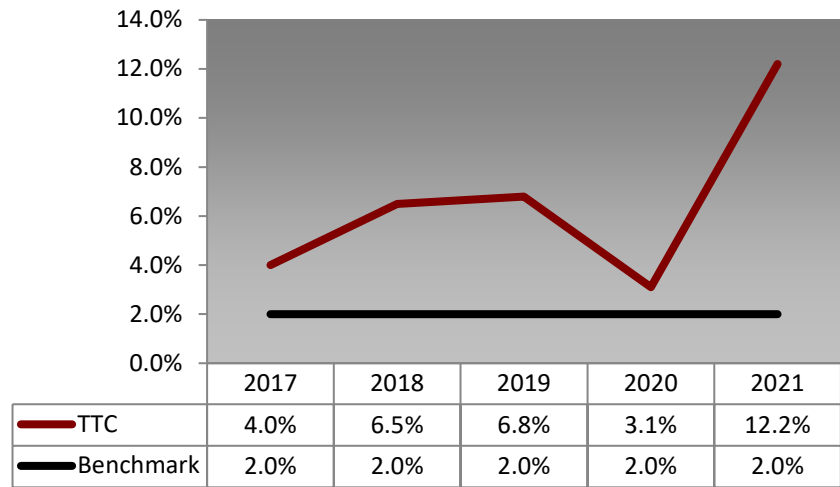
Source: TTC Business Affairs



The net income ratio is revenue minus expenses, divided by revenue. The benchmark for this ratio is 0.02 or 2%.

Source: TTC Business Affairs

Net Income Ratio

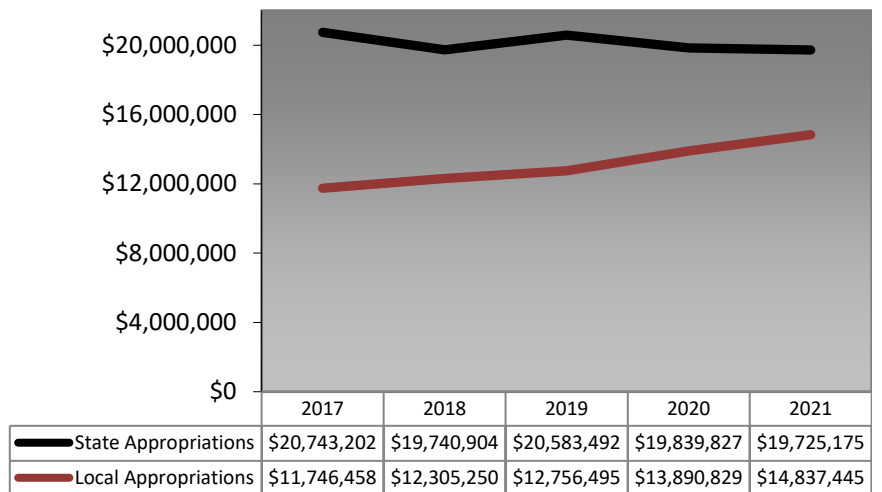


4.3 and 4.4 Increase State and Local Appropriations

State appropriations have fluctuated over the last five years while local appropriations have increased each of the last five years.

Source: TTC Business Affairs

State and Local Appropriations

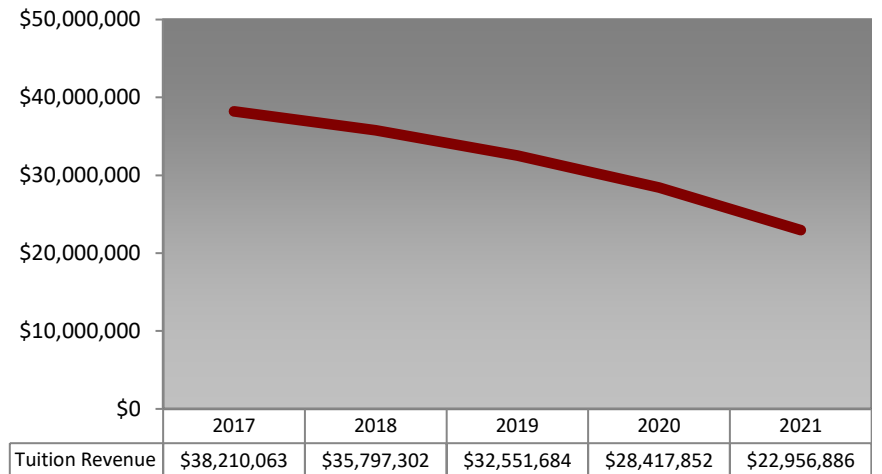


4.6 Increase Revenue from Credit Course Offerings

Tuition revenue has fallen the past five fiscal years.

Source: TTC Business Affairs

Tuition Revenue



Institutional Values

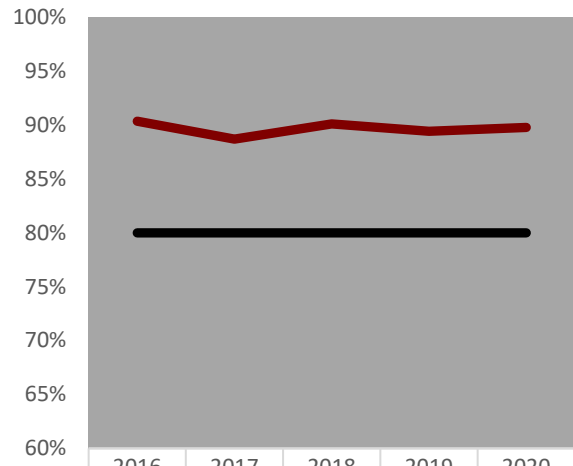
Academic Excellence

Licensure

At 90%, graduates of TTC continue to demonstrate a strong performance on licensure exams. The 2020-21 results reflect the efforts of TTC graduates attempting over 450 examinations in 12 different subject areas. TTC has maintained results above the State Technical College performance funding level for over 20 years.

Source: TTC Institutional Research

Licensure Exam Pass Rate



	2016	2017	2018	2019	2020
— TTC Licensure Rate	90%	89%	90%	89%	90%
— Performance Funding Goal	80%	80%	80%	80%	80%

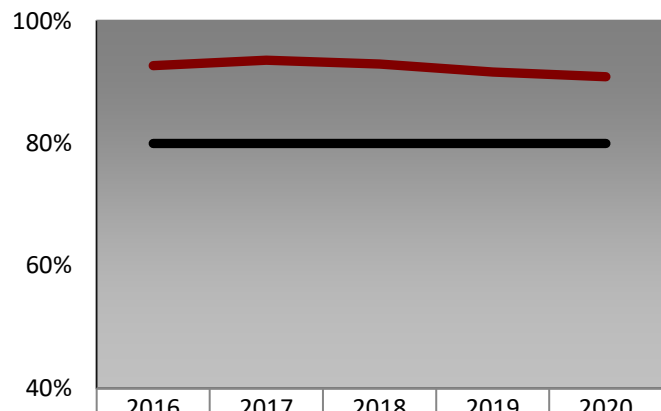
Placement Rates

TTC has maintained results above the State Technical College performance funding level of 80% for the last 13 years and above 90% in all the last five years.

Source: TTC Online Factbook

*The Graduate Placement Rate includes graduates who are working within their field of study or continuing their education.

Graduate Placement Rate



	2016	2017	2018	2019	2020
— TTC Graduate Placement	93%	94%	93%	92%	91%
— Performance Funding Goal	80%	80%	80%	80%	80%

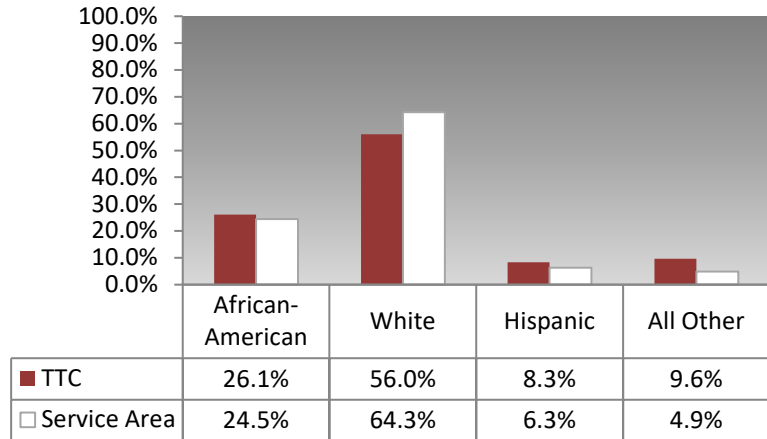
Diversity and Inclusion

Student Diversity

The ethnic diversity of TTC's Fall 2021 student population mirrors that of the college's service area.

Source: TTC Institutional Research

Fall 2021 Student Demographics

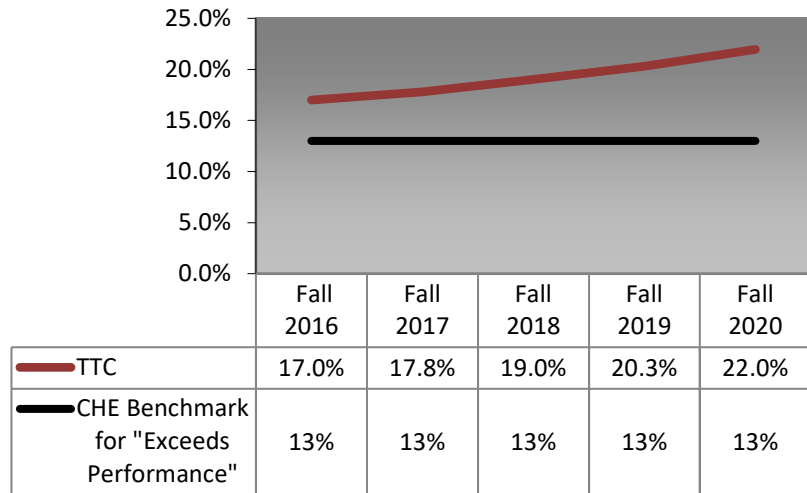


Minority Faculty

The college has exceeded the South Carolina Commission on Higher Education (CHE) performance funding benchmark for minority faculty 18 years in a row.

Source: SC CHE Institutional Performance Ratings

Percent Minority Faculty

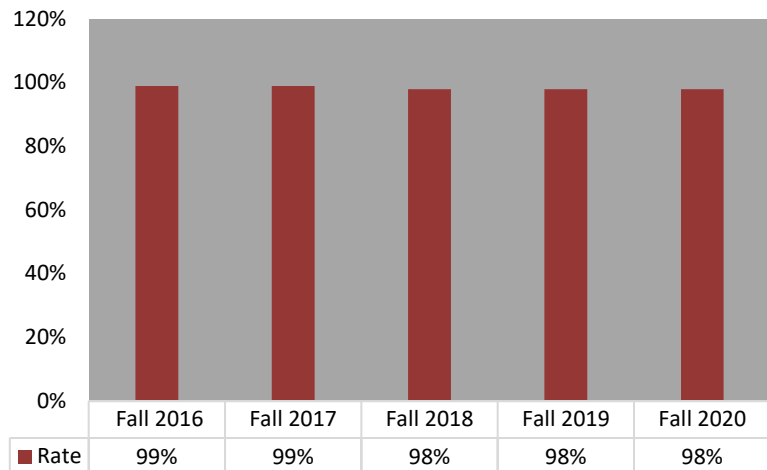


EEO Goals

TTC's performance on attainment of EEO goals continues to be an organizational strength. TTC was second among all Technical Colleges and fifth among state agencies in EEO performance in Fall 2020.

Source: TTC Human Resources

Percent Attainment of EEO Goals



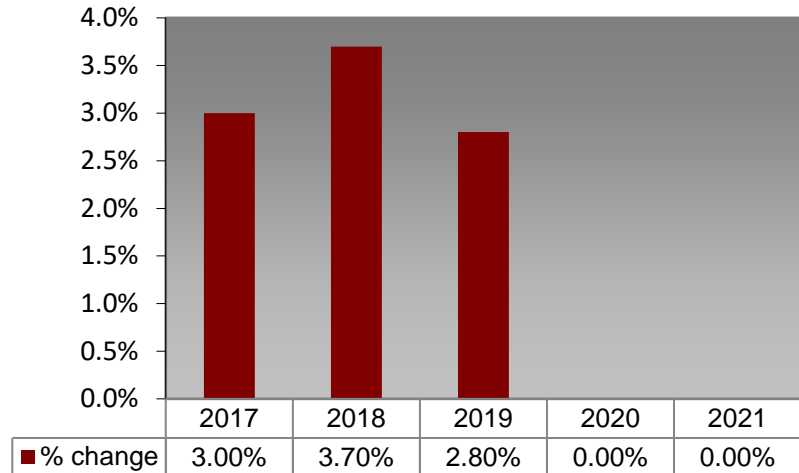
Accessibility and Affordability

Tuition Rates

For the second year in a row, TTC did not increase tuition.

Source: TTC Institutional Research

Tuition Rate Increase by Year

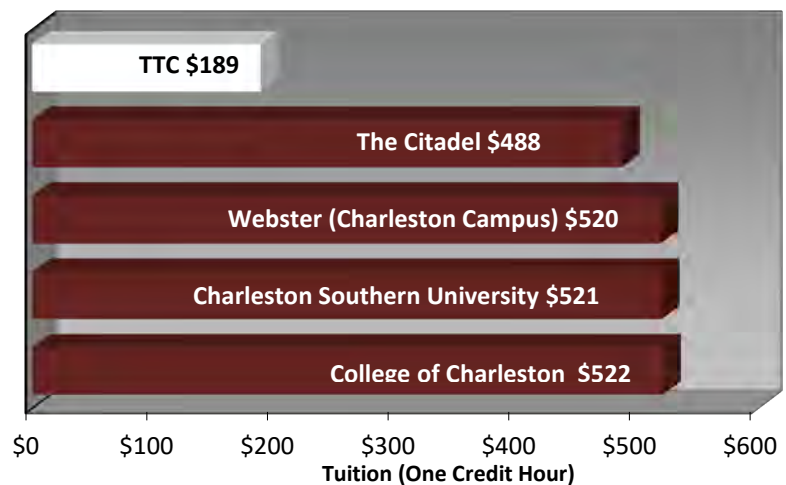


Local Tuition Comparison

TTC continues to be the best value in higher education among public and private non-profit institutions in the greater Charleston area.

Source: TTC Finance Office, The Citadel, Charleston Southern University, Webster University, and College of Charleston websites.

Credit Hour Tuition

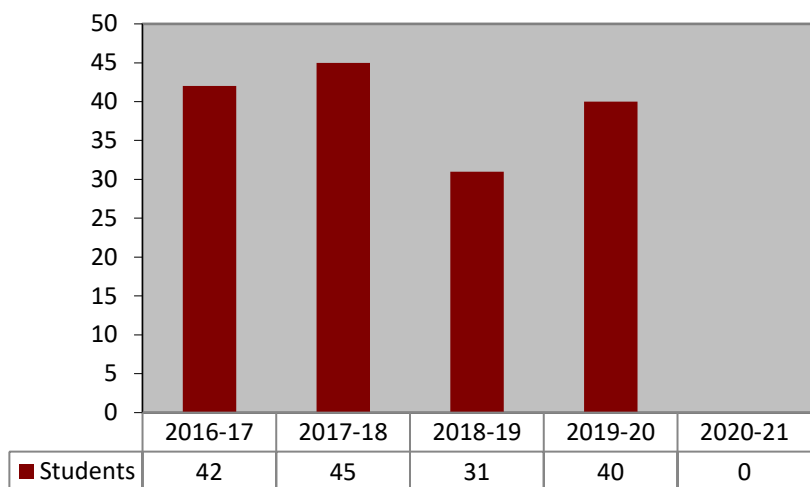


Clemente Program

The Clemente Program enrollment was affected by COVID. Students returned to Clemente courses in Spring 2022.

Source: TTC Institutional Research

Clemente Program Enrollment



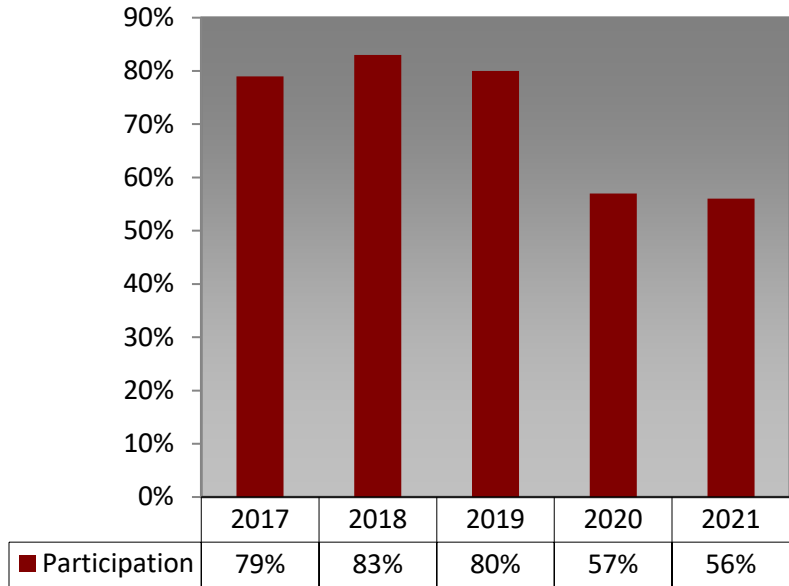
Accountability

Campus Campaign

Faculty and staff participation in the annual TTC Campus Campaign dropped significantly in 2020, likely due to COVID-19, but remained consistent in 2021.

Source: TTC Foundation

Campus Campaign Participation



Campus Campaign

As with the participation rate, the total amount of money raised remained consistent from 2020 to 2021.

Source: TTC Foundation

Campus Campaign Total

