

2016-2017 Strategic Plan Report

Trident Technical College
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TRIDENT TECHNICAL COLLEGE

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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 nearly 30,000 curriculum and continuing education students each year. TTC offers more than 150 programs of study in some of the most sought-after career fields in aviation; business; industrial and 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 work force, 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 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, the college serves approximately 14,000 traditional and nontraditional curriculum students who have a wide variety of educational goals, from personal enrichment to career development to university transfer. To help students meet their goals, TTC offers university transfer associate degrees and applied technical associate degrees, diplomas and certificates. The curriculum includes programs in arts and sciences, aeronautical studies, agriculture, business, computer technology, engineering technology, health sciences, hospitality, industrial technology, and public service. TTC students draw on knowledge from a broad range of disciplines to develop the communication and critical thinking skills that are fundamental to lifelong learning.

TTC further promotes economic development through continuing education courses; customized education and training for business, industry and government; and a variety of employment training programs.

TTC is committed to being accessible and responsive to community needs. To foster student success, TTC provides developmental education and comprehensive student services. In addition to traditional instruction, TTC's flexible course offerings and alternative delivery methods, including online instruction, enable more members of the community to pursue higher education.

Annual Highlights

The focus of the institution during 2016-17 was the implementation of the EAB Navigate Software and the opening of the student Hub. The Hub opened in Fall 2016 and the real-time registration functionality of the Navigate software began in March, 2017. The IT Training Center conducted training sessions for Navigators, STEM pilot advisors and faculty members on the EAB Campus software. Six Navigators were hired during 2016-17 to staff The Hub.



Student Performance.

Student Performance Measure	2011-12	2016-17
Developmental Studies Course Success Rate	51%	64%
Composition 1 Course Success Rate	61%	75%
College Algebra Course Success Rate	46%	61%
Overall Course Success Rate	62%	75%
First-time Full-time Freshman Fall-to-spring Persistence	77%	87%
First-time Full-time Freshman Fall-to-fall Retention	51%	61%

Table 1. Student Performance Measures.

Dual Credit/Youth Apprenticeships. Dual credit enrollments are approximately 13% of the entire student population. With 1,716 students enrolled in Fall 2017 the number of dual credit students have doubled since Fall 2012. The apprenticeship program has grown to include 60 companies and 163 students in registered apprenticeship programs in 2016-17.

Workforce Pathways. The division of Continuing Education and Economic Development received funding from the General Assembly to offer scholarships for workforce training in 2016-17. The program served 939 students with funding of \$791,291, which covered course fees and textbooks in the areas of health care, manufacturing, information technology, small business, and contract training.

Completion Challenge. In 2011, President Mary Thornley signed the American Association of Community College's "A Call to Action" in support of the national College Completion Challenge, which calls on higher education institutions to produce 50% more students with degrees and certificates by 2020. TTC has projected the number of awards necessary to make this goal; the college has exceeded its goal every year. During 2016-17, TTC awarded 2,892 associate degrees, diplomas and certificates to 2,323 graduates.

South Carolina Aeronautical Training Center. TTC began construction on the South Carolina Aeronautical Training Center. Anticipated completion is May 2019.

Grants. TTC received the Cyber SECURE grant funded by the Office of Naval Research for \$750,000 over three years. The grant will develop a new AAS degree in cybersecurity, build a cybersecurity operations lab and conduct outreach activities. Other notable awards include two Upward Bound Math and Science grants and one Veterans Upward Bound grant (\$1,319,690 each over five years), as well as a \$250,000 grant from the SC Workforce Development Board to support a VETS Re-entry project at MacDougall Correctional Institution and a \$100,000 award from the SC State Board for Technical and Comprehensive Education to support youth apprenticeships.

Organizational Profile

Student Demographics

TTC Student Profile		
Total Enrollment	Fall 2017	13,271
Age	<25	59%
	>25	41%
Gender	Male	40%
	Female	60%
Race/Ethnicity	Asian	2%
	American Indian/Alaskan	<1%
	African American	28%
	Hawaiian/Pacific Islander	<1%
	Hispanic	6%
	White/Non-Hispanic	58%
	Two or more races	3%
Unknown	2%	
Program	Technical	43%
	Transfer	39%
	Non-Degree	18%
Student Load	Full-time	42%
	Part-time	58%

Table 2. TTC Student Demographics

Trident Technical College is a public two-year college in South Carolina serving Berkeley, Charleston and Dorchester counties with four campuses, three 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 15 years of teaching experience and 12 years of work experience in their discipline. Eighty-eight percent of the faculty hold advanced degrees.

TTC Faculty and Staff			
Fall 2017	Total	695	Percent
Status	Faculty	293	42%
	Staff	402	58%
Gender	Female	423	59%
	Male	289	41%
Ethnicity	African American	171	24%
	White/Non-Hispanic	498	70%
	Other minorities	43	6%

Table 3. TTC Faculty and Staff Demographics

Operating Locations

The college maintains four campuses: Main Campus in North Charleston, Berkeley Campus in rural Berkeley County, Palmer Campus in downtown Charleston, and the Mount Pleasant Campus in the East Cooper area. TTC has three instructional sites: St. Paul's Parish Site, the 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. Ensure 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, 2019
- 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

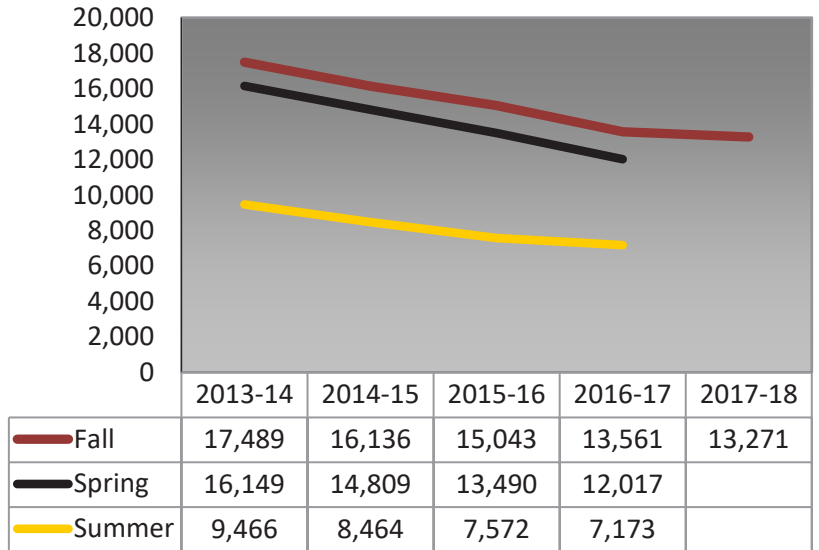
Increase Headcount Enrollment

1.0 Increase Enrollment

Enrollment has decreased every term since the 2013-14 academic year. The Fall 2017 term saw the smallest percentage point decline thus far, a hopeful indication enrollment declines are ending.

Sources: TTC Institutional Research, IPEDS

Academic Year Enrollments

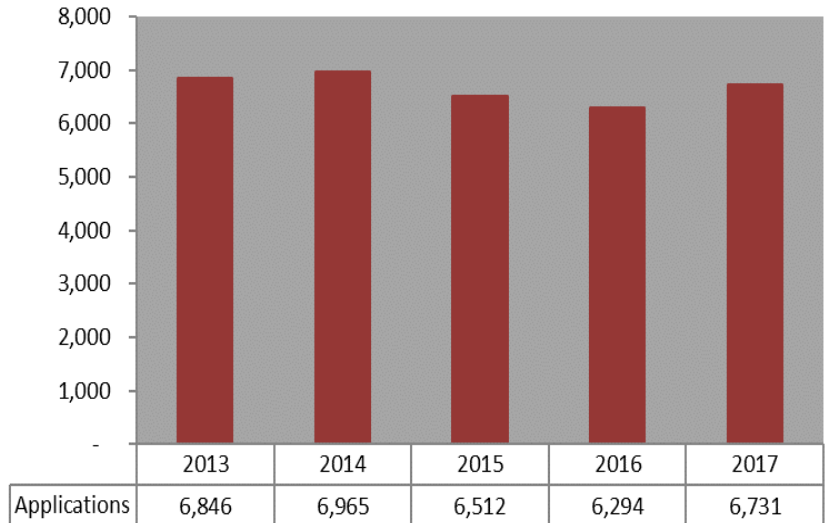


1.1 Increase Applications

Applications saw a 6.9% increase in the Fall 2017 semester.

Sources: TTC Institutional Research, TTC Student Services

Fall Applications

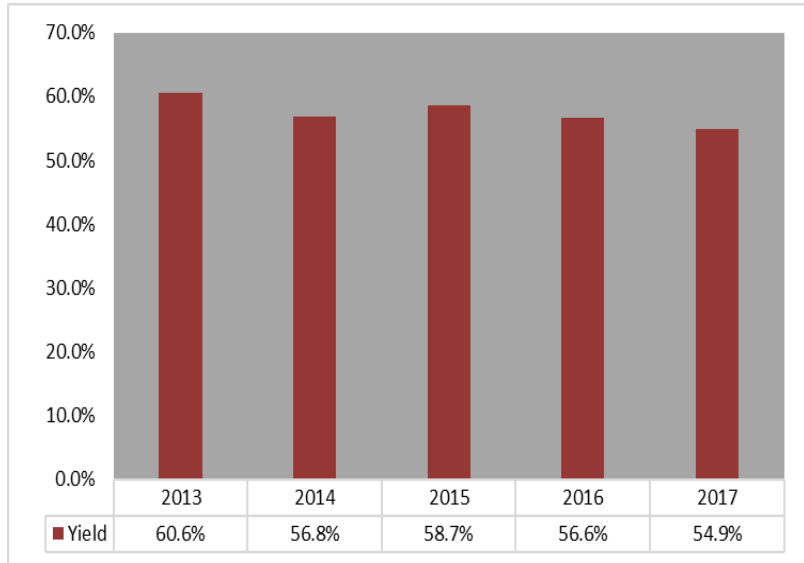


1.2 Increase Yield on Applied to Enrolled Applicants

Research indicates the biggest loss of students is between application and enrollment. TTC has improved the student onboarding procedures in the past year but results are lagging.

Source: TTC Institutional Research, TTC Student Services

Applied to Enrolled Yield
Fall Terms

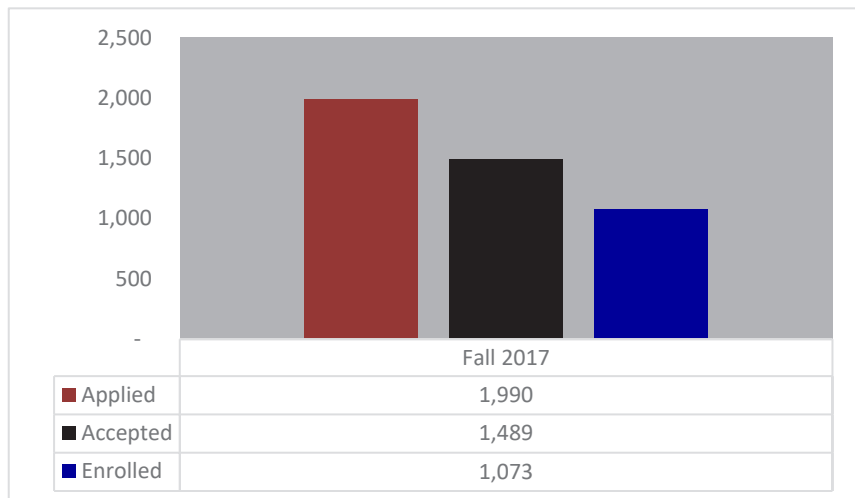


1.2.1 Increase Yield through Effectiveness of The Hub

The Hub opened in the Fall 2016 term and gained full functionality in Spring 2017. Students on-boarded in The Hub were part of a STEM pilot group. The Hub will be available to all new students in Fall 2018. The yield rate was 54% for the Fall 2017 group.

Source: TTC Institutional Research, TTC Student Services

The Hub Effectiveness

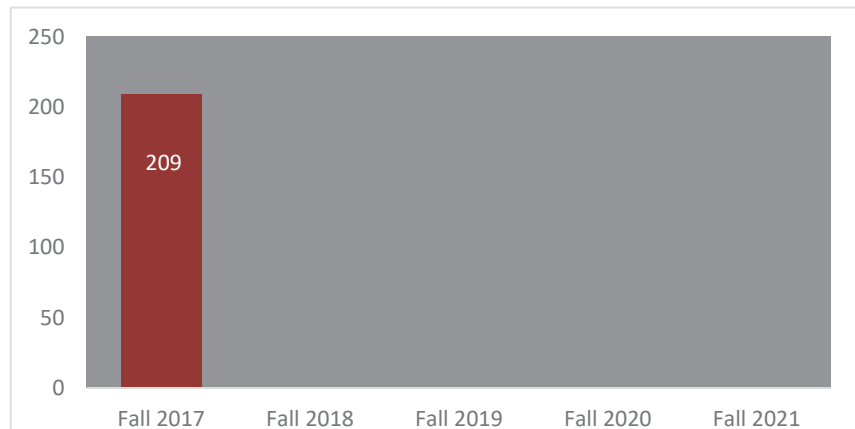


1.3.1 Increase External Partnerships

TTC's new partnership with the College of Charleston began in the Fall 2017 term. This program will enroll 200-300 students in TTC every fall semester. All classes are taught on the College of Charleston campus by TTC faculty.

Source: TTC Institutional Research

College of Charleston Bridge Program

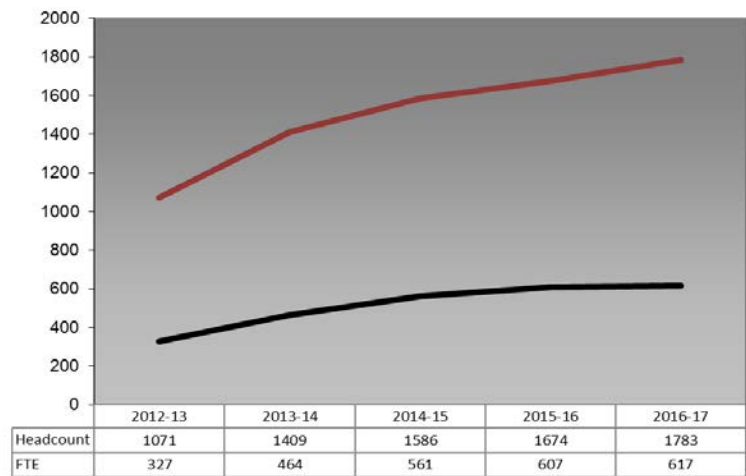


1.3.2 Increase External Partnerships

Dual credit enrollment continues to grow, 6.5% in the last academic year. TTC began a partnership with Oceanside Collegiate Academy in Fall 2017, to teach dual credit courses at their campus to 200-300 students every semester.

Source: TTC Institutional Research

Dual Enrollment and FTE by Academic Year

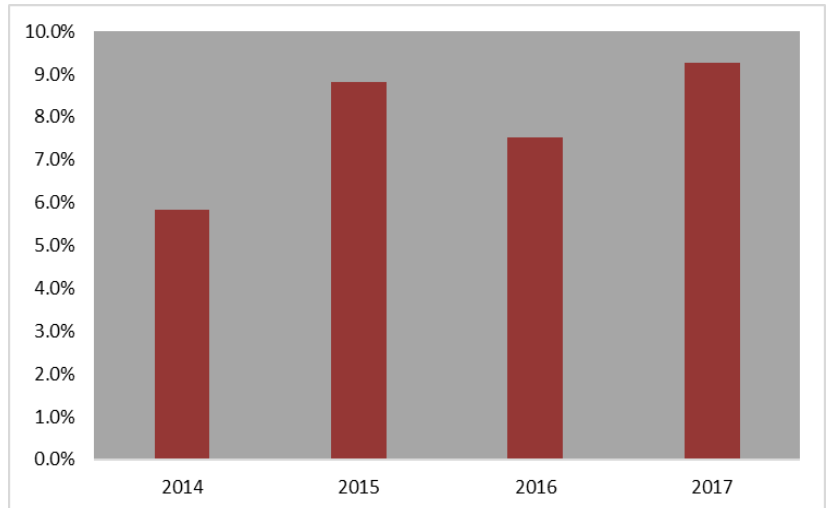


1.4 Increase Flexibility in Paying Tuition

TTC has increased options when using the payment plan including a no down payment option and an option for term 2 only students.

Source: TTC Institutional Research , TTC Finance Office

Nelnet Payment Plan Participation in Fall terms

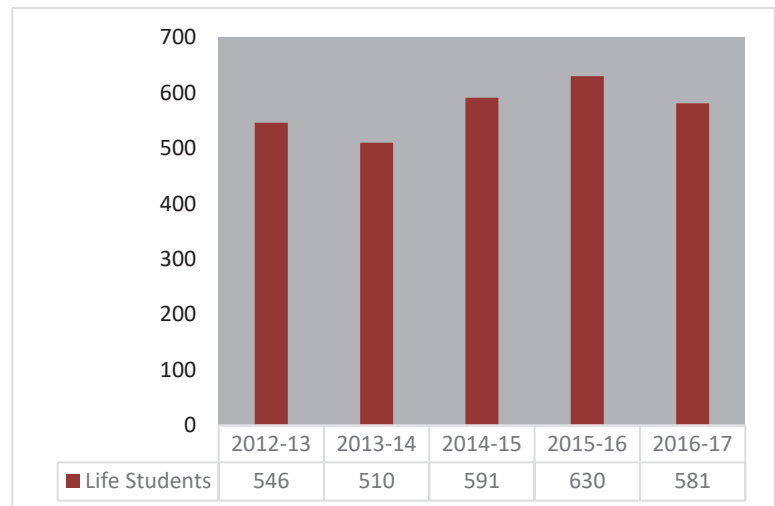


1.5 Increase Number of Life Scholarship Students

TTC continues to hold Life Scholarship information sessions to attract local students eligible for Life Scholarships.

Source: TTC Institutional Research , TTC Student Services

Life Scholarship Students by Fiscal Year

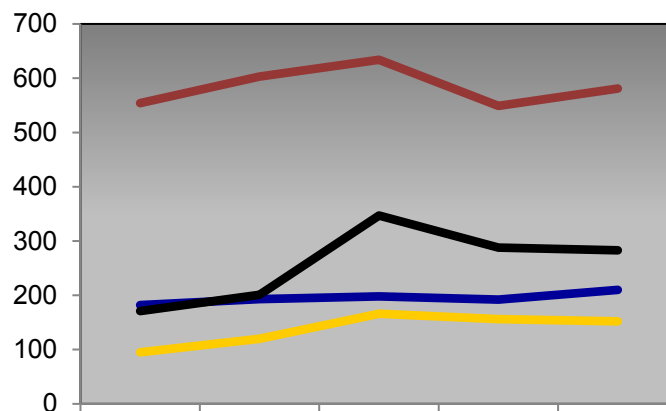


1.6 Increase Online and Hybrid Course Offerings

The college continues to respond to demand for alternative instruction. The number of hybrid sections offered since 2013, all declining enrollment years, has increased over 40%.

Source: TTC Academic Affairs, TTC Institutional Research

Online and Hybrid Offerings Fall Terms



	2012	2013	2014	2015	2016
Online Sections	554	603	634	549	581
Online Courses	182	193	198	192	210
Hybrid Sections	171	201	347	288	283
Hybrid Courses	95	120	166	156	152

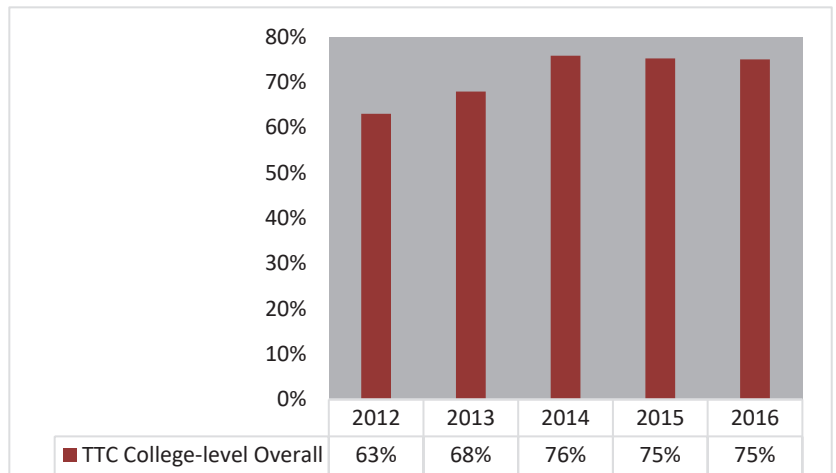
Improve Student Achievement

2.0 Improve Student Achievement

Overall course success rates have remained very consistent since the Fall 2014 conversion to the compressed schedule.

Source: TTC Institutional Research

Overall Success Rates in Fall Terms

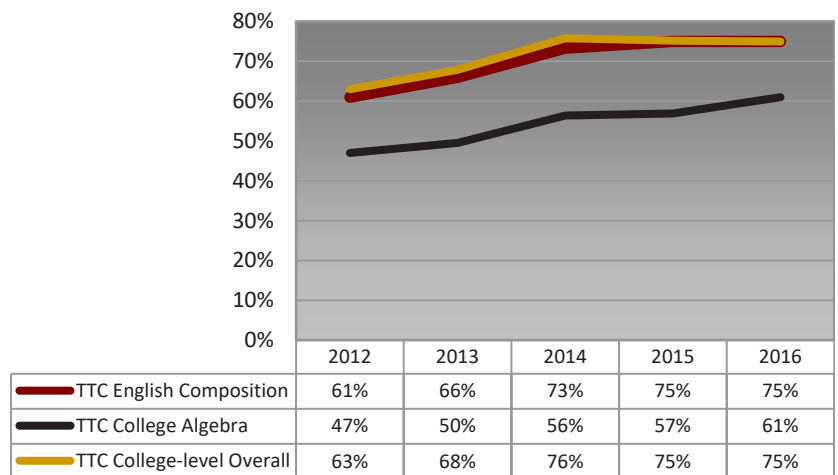


2.1.1 Increase Student Success

With the implementation of the compressed schedule in Fall 2014, the college has maintained the increases in its overall course success rate for curriculum-level courses, as well as for two key gateway courses, English Composition and College Algebra.

Source: TTC Institutional Research

Success Rates of Students in Curriculum-level Courses

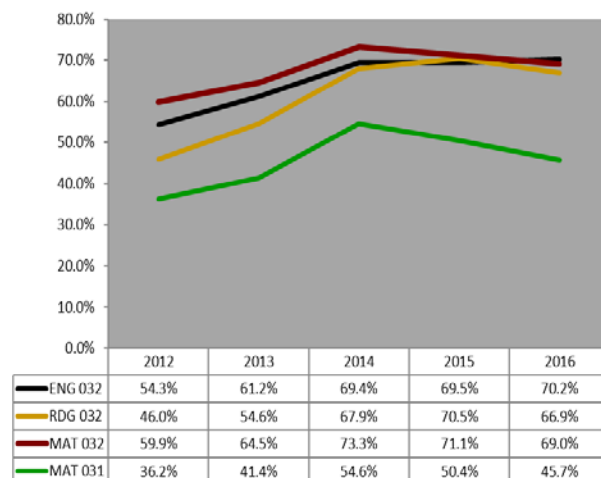


2.1.2 Increase Student Success

All four developmental courses have maintained the success rates of the past few years. Note that every course has increased success rates by at least 9 percentage points since 2012.

Source: TTC Institutional Research

Success Rates of Students in Developmental Courses

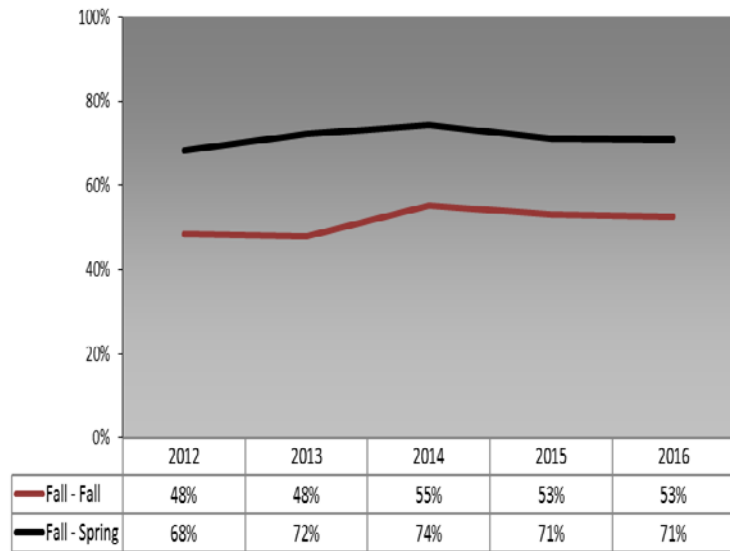


2.2 Increase Retention Rates for all Students

Both fall-to-fall and fall-to-spring retention rates have been stable since 2014.

Source: TTC Institutional Research

Fall-to-Fall and Fall-to-Spring Retention

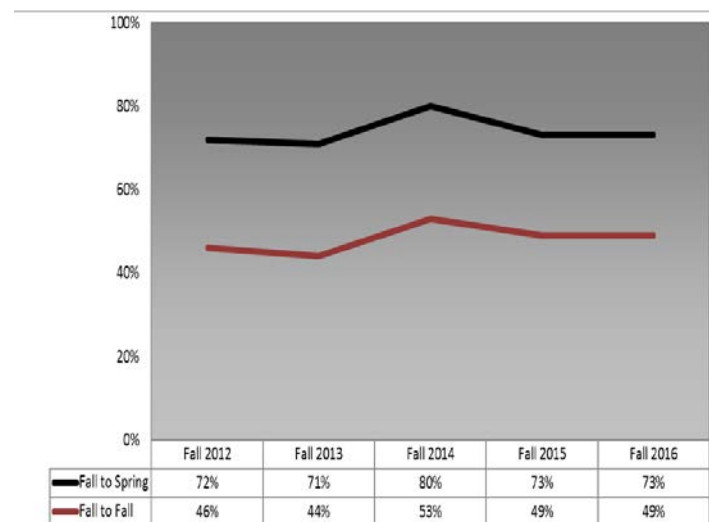


2.3 Increase Fall-to-Fall Retention rates for First Time Freshmen

The retention rates for first time freshmen is comparable to the overall retention rates at the college.

Source: TTC Institutional Research

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

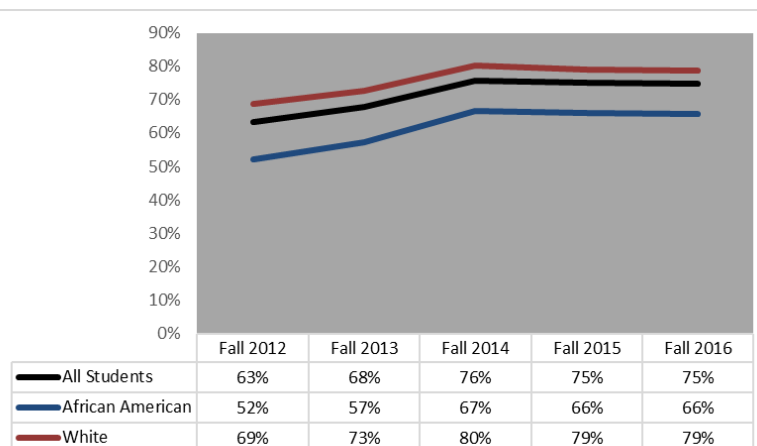


2.4.1 Decrease Success Rate Gaps

While success rates have improved tremendously for all students since Fall 2012, achievement gaps still exist between African American and white students.

Source: TTC Institutional Research

Success Rate by Race

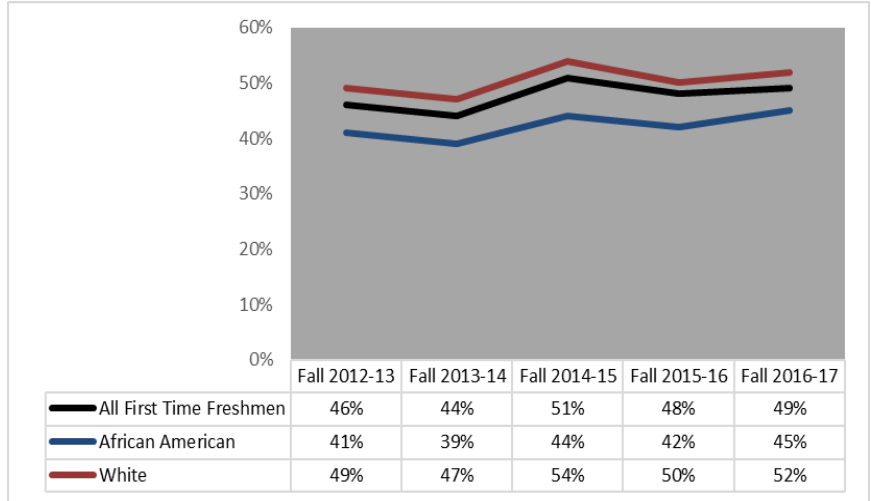


2.4.2 Decrease Retention Rate Gaps

Retention rate gaps mirror the achievement rate gaps. While all students have increased retention rates since Fall 2012 there still exists an achievement gap by race.

Source: TTC Institutional Research

Fall-to-Fall Retention Rates by Race

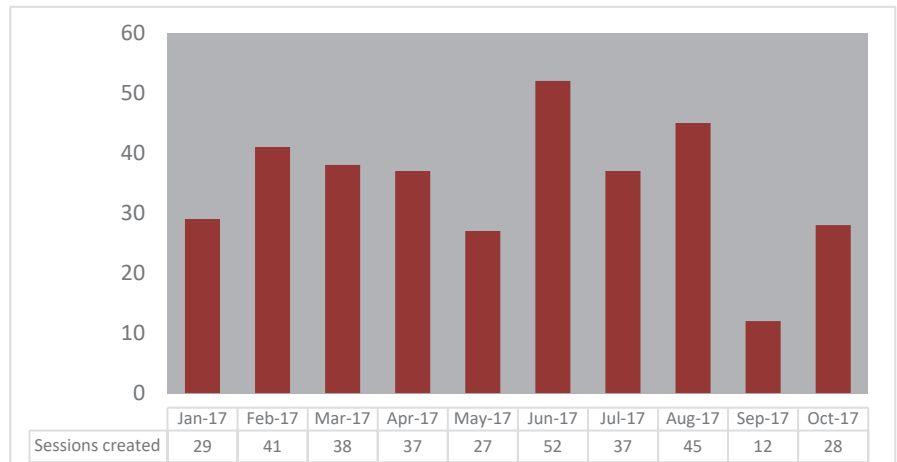


2.6 Improve Academic Technology

A new improvement to the learning management system (D2L) allows faculty to hold live YouSeeU sessions, which are recorded allowing the ability for students to watch asynchronously. This is especially useful in online and hybrid delivery methods.

Source: TTC Distance Learning and Broadcast Services

YouSeeU Sessions Created

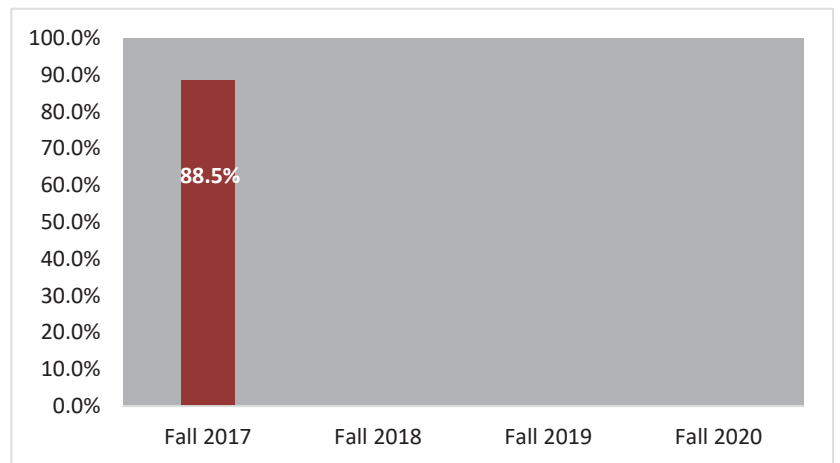


2.7 Ensure D2L Use

Faculty presence in the learning management system (D2L) demonstrates achievement in improving academic technology.

Source: TTC Institutional Research, TTC Academic Affairs

D2L Usage by Faculty



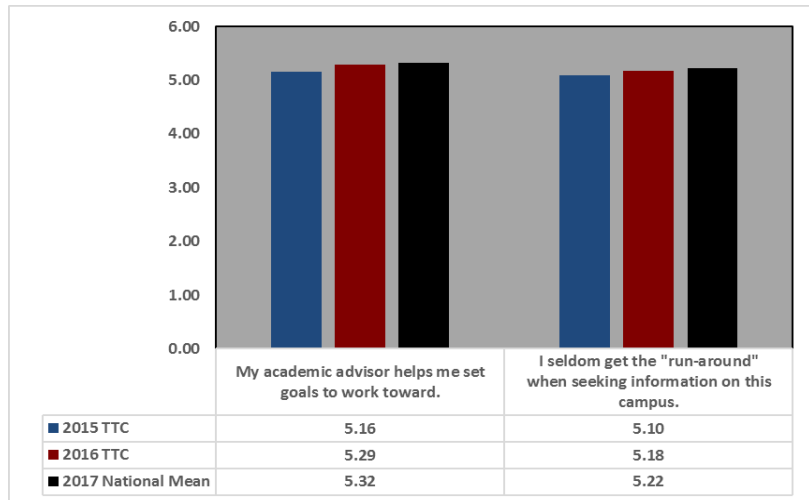
Improve Customer Service

3.1 Improve Customer Service

Although TTC has achieved increases in both measures, the institution remains below the national mean. As part of the Title III grant to improve student onboarding, TTC will conduct the Noel-Levitz survey every fall semester to measure anticipated improvement.

Source: TTC Institutional Research, Ruffalo Noel-Levitz Survey

Student Satisfaction Results

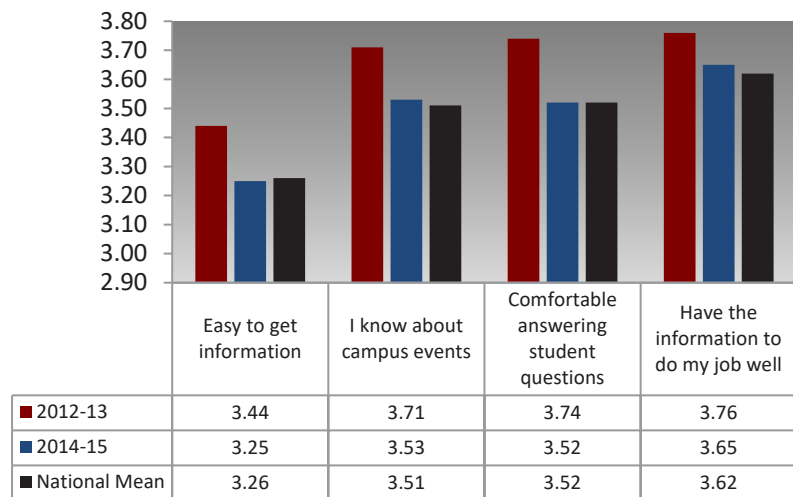


3.2 Easy Access to College Information

Although employees' responses fell between 2012 and 2014 the 2014-15 results mirror the national mean. TTC will administer the College Employee Satisfaction Survey again in the Fall 2018 term.

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

College Employee Satisfaction Survey

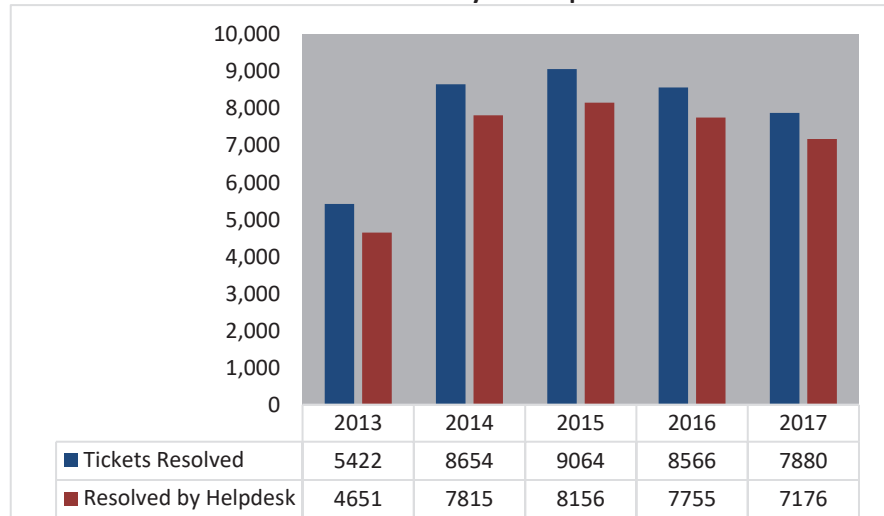


3.3 Improve Help Desk Functions

The TTC Helpdesk continues to resolve the vast majority of tickets submitted.

Source: TTC Information Technology

Tickets Resolved by the Helpdesk



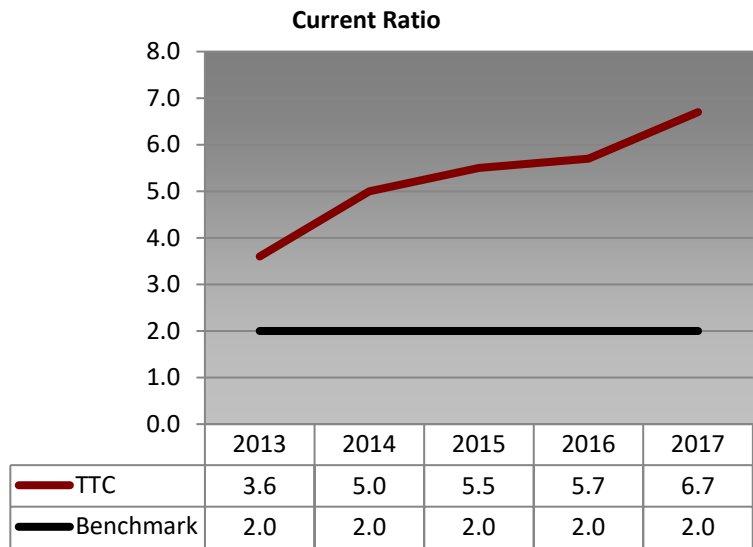
Improve Fiscal Stability

4.0 Improve Fiscal Stability

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

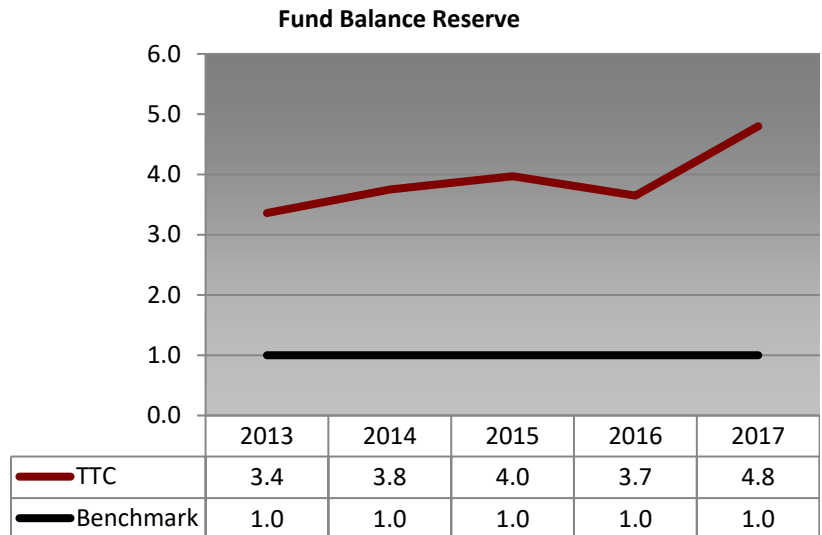
The current ratio is current assets divided by current liabilities. The benchmark for this ratio is 2.0.

Source: TTC Finance and Administration



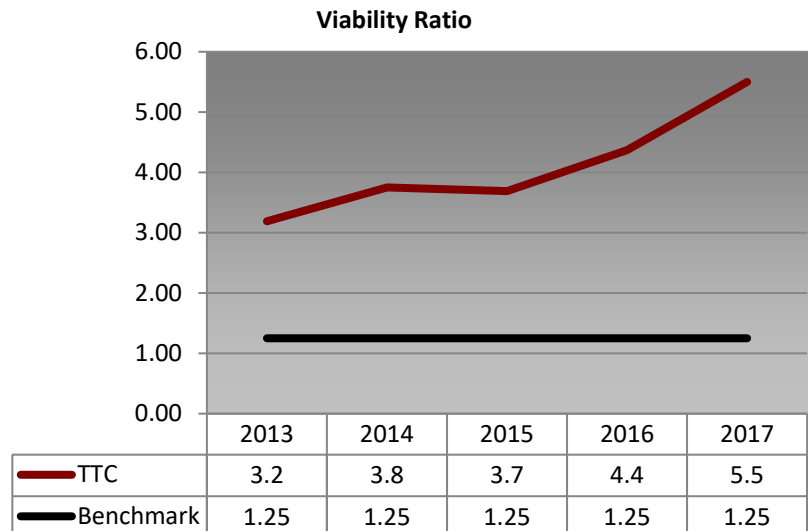
The fund balance reserve ratio is the fund balance divided by operating expenses, multiplied by 12 months. The benchmark for this ratio is 1.0.

Source: TTC Finance and Administration



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

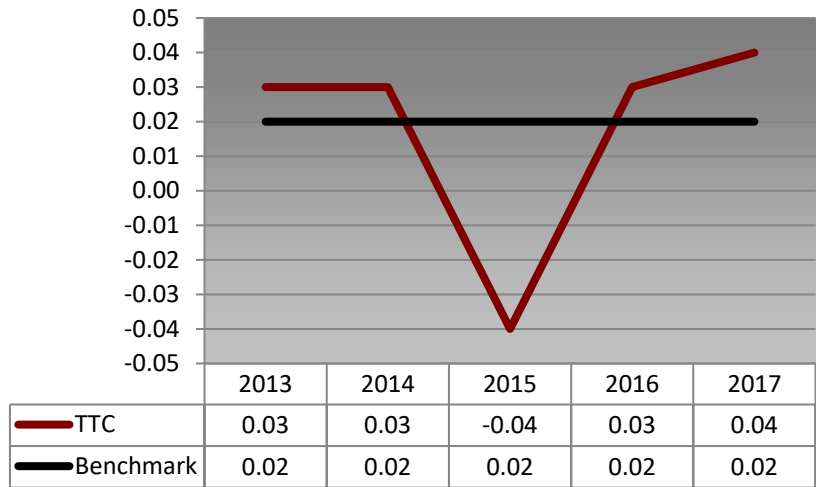
Source: TTC Finance and Administration



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

Source: TTC Finance and Administration

Net Income Ratio

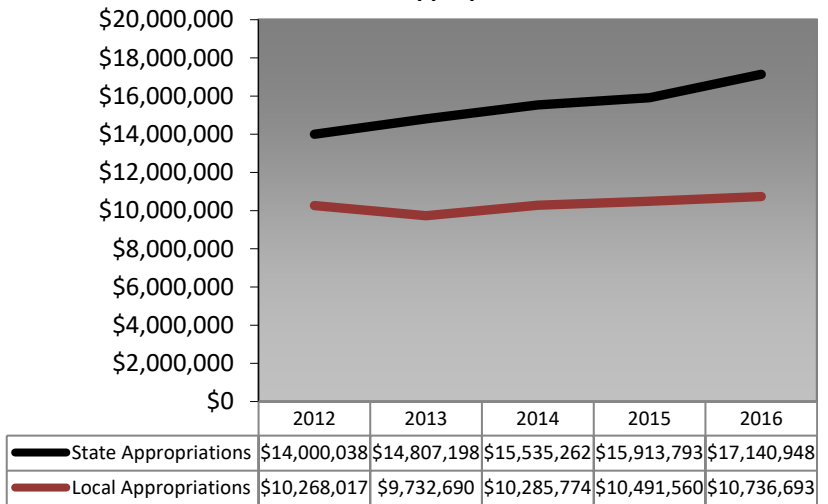


4.3 and 4.4 Increase State and Local Appropriations

TTC administration continues to lobby for fair and equitable appropriations from both the State Technical College System and local governments.

Source: TTC Finance and Administration

State and Local Appropriations

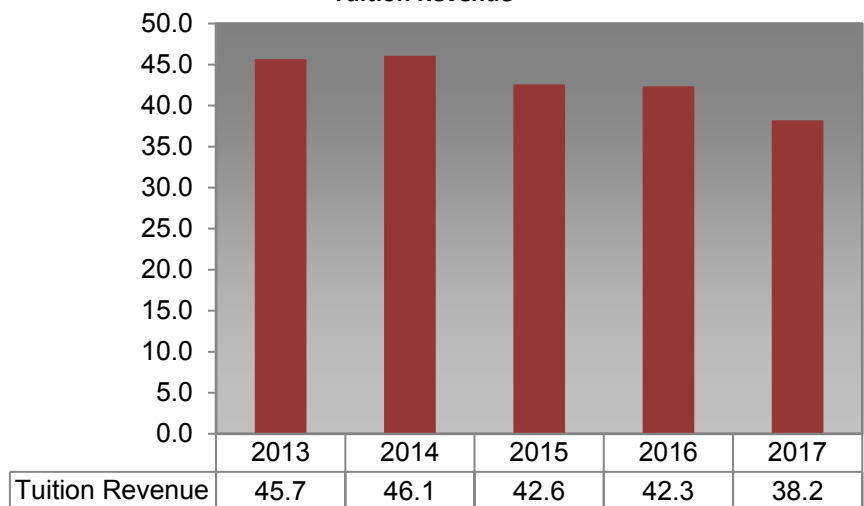


4.6 Increase Revenue from Credit Course Offerings

Tuition revenue has fallen the past three fiscal years.

Source: TTC Finance and Administration

Tuition Revenue



Institutional Values

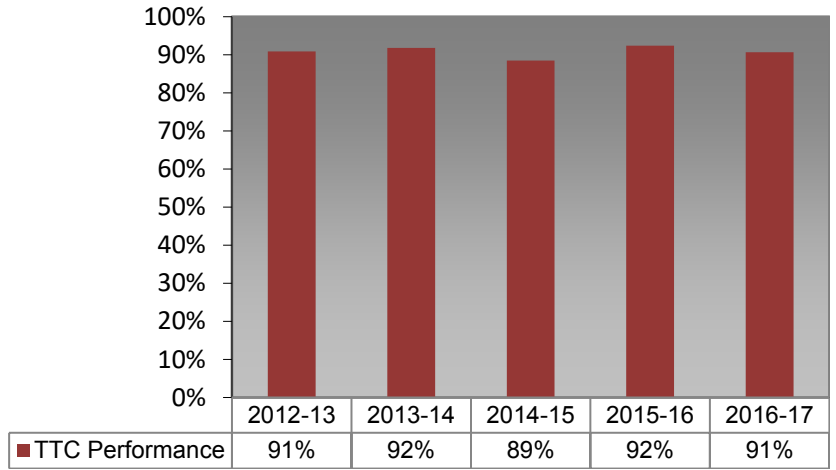
Academic Excellence

Licensure

At 91%, graduates of TTC continue to demonstrate a strong performance on licensure exams. The 2016-17 results reflect the efforts of TTC graduates attempting 535 examinations in 15 different subject areas.

Source: TTC Institutional Research

Licensure Exam Pass Rate



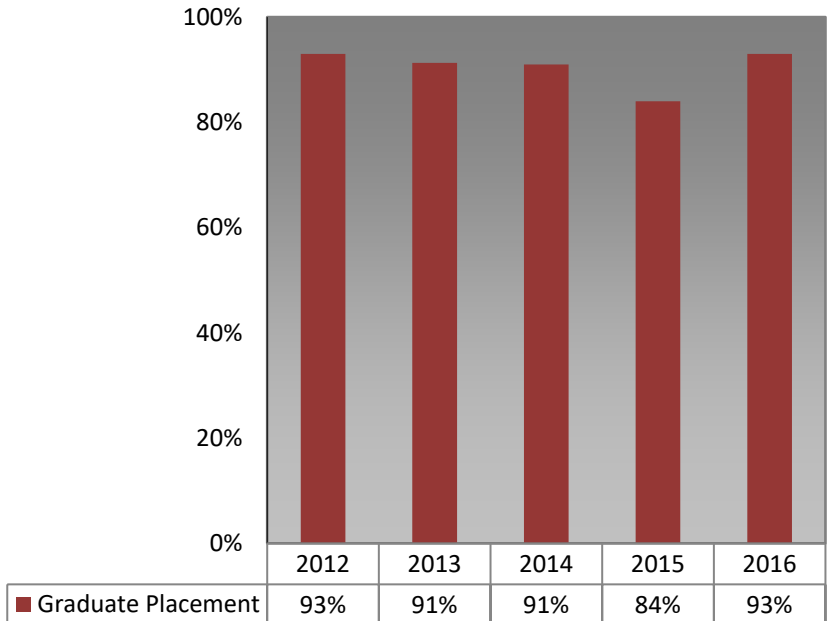
Placement Rates

TTC student placement rates have been above 80% for the last nine years and above 90% in four of 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



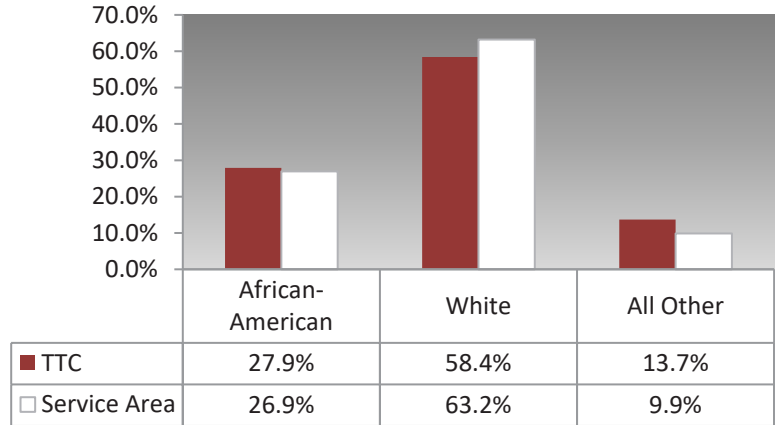
Diversity and Inclusion

Student Diversity

The ethnic diversity of TTC's Fall 2017 student population mirrors that of the college's service area.

Source: TTC Institutional Research

Fall 2017 Student Demographics

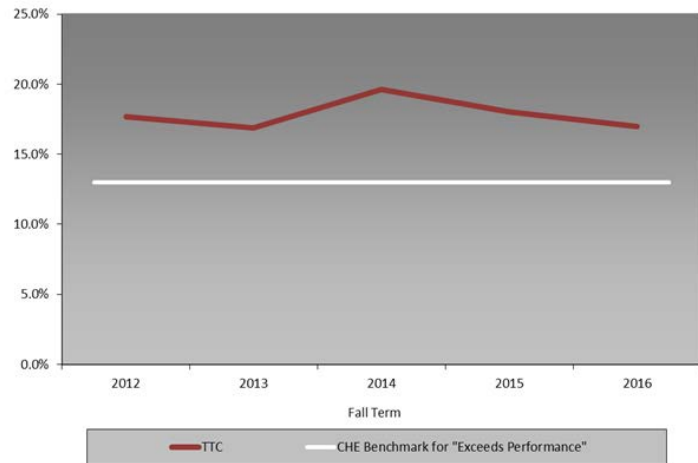


Minority Faculty

The college has exceeded the South Carolina Commission on Higher Education (CHE) performance funding benchmark for minority faculty 14 years in a row.

Source: SC CHE Institutional Performance Ratings

Percent Minority Faculty

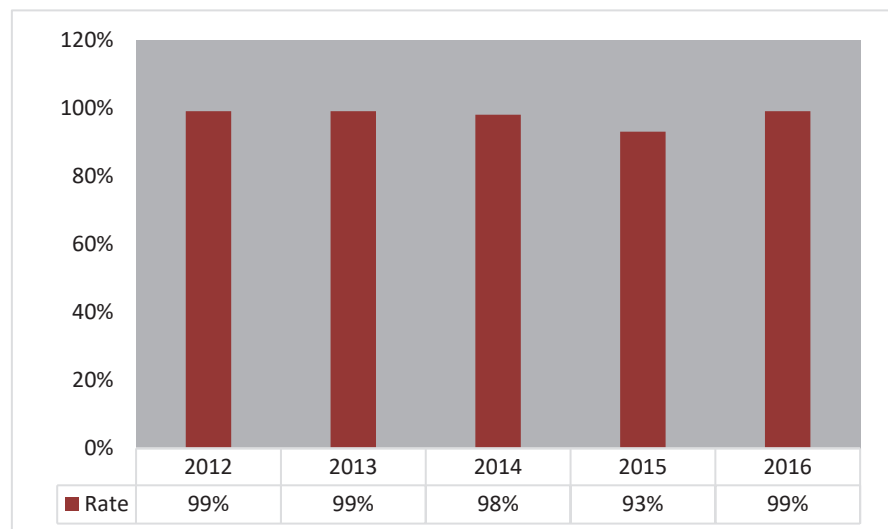


EEO Goals

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

Source: TTC Human Resources

Percent Attainment of EEO Goals



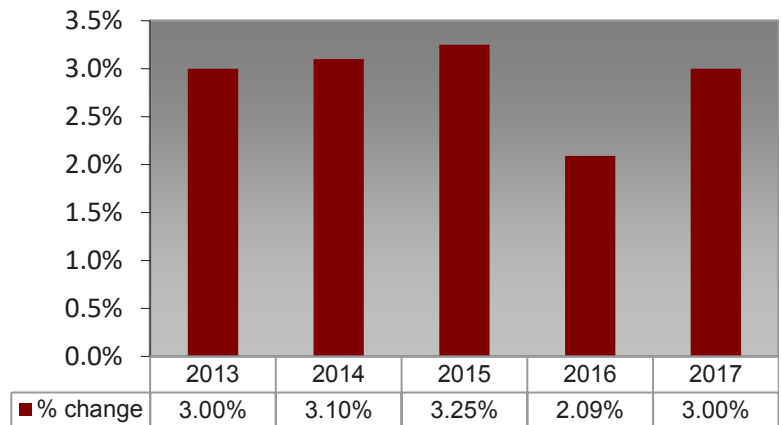
Accessibility and Affordability

Tuition Rates

TTC has maintained annual tuition increases at or below 3.5% for the last eight years.

Source: TTC Institutional Research

Tuition Rate Increase by Year

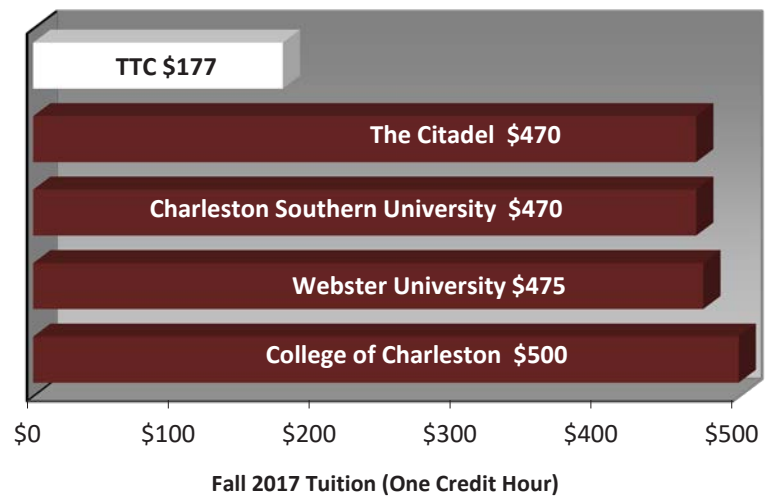


Local Tuition Comparison

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

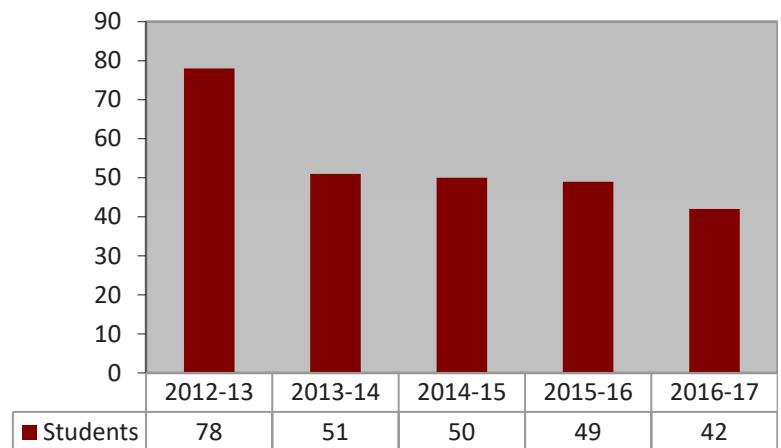


Clemente Program

The Clemente program continues to successfully provide access to the areas most needy population.

Source: TTC Institutional Research

Clemente Program Enrollment



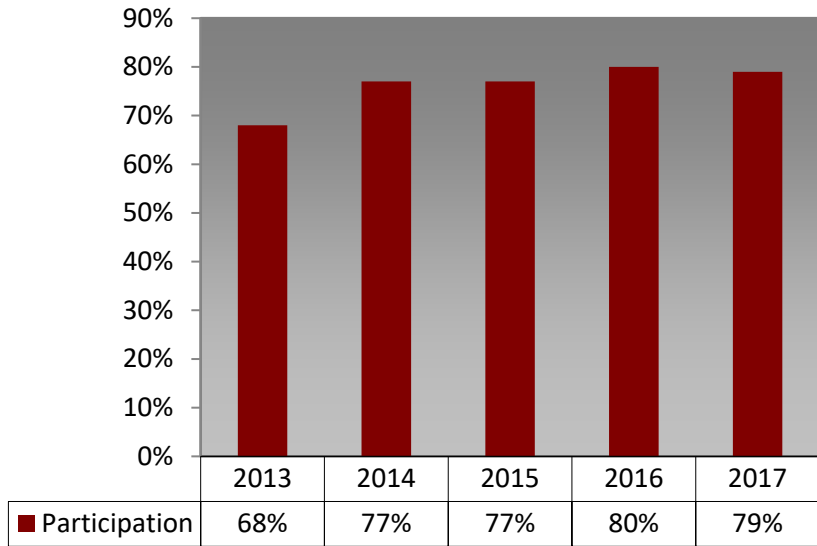
Accountability

Campus Campaign

Faculty and staff participation in the annual TTC Campus Campaign has increased significantly since 2013.

Source: TTC Foundation

Campus Campaign Participation



Campus Campaign

The total dollar amount raised in the campus campaign has exceeded \$70,000 the last four years.

Source: TTC Foundation

Campus Campaign Total

