STRATEGIC PLAN REPORT

DR. VICKY WOOD, PRESIDENT
JUNE 3, 2025

TRIDENT TECHNICAL COLLEGE

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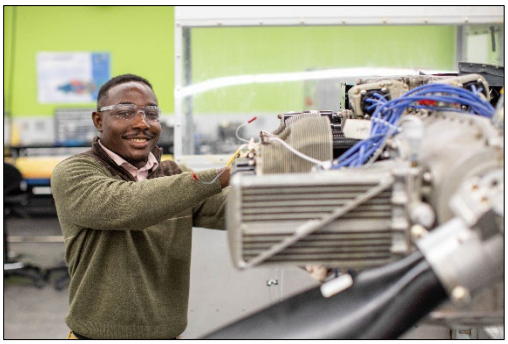
Annual Highlights

During the 2023-24 academic year, the college continued offering free tuition and continued to see record enrollments. The college also went through the process of hiring a new president and on July 1, 2024, Dr. Vicky Wood became the sixth president of Trident Technical College.

The 2024-25 academic year was kicked off with Dr. Wood announcing TTC's first Wildly Important Goal (WIG), which focuses on student retention.



Student Performance

Student Performance Measure	Fall 2014	Fall 2023	Fall 2024
Composition 1 Course Success Rate	73%	63%	64%
College Algebra Course Success Rate	56%	58%	68%
Overall Course Success Rate	76%	72%	76%
First-time Full-time Freshmen fall-to-spring retention	89%	85%	n/a
First-time Full-time Freshmen fall-to-fall retention	62%	59%	n/a
Overall fall-to-fall retention	55%	52%*	n/a

*unofficial

Dual Credit. In fall 2024, dual credit enrollments rose to 19.5% of the total population. With 2,646 students enrolled, this marks an 8.8% increase compared to fall 2023.

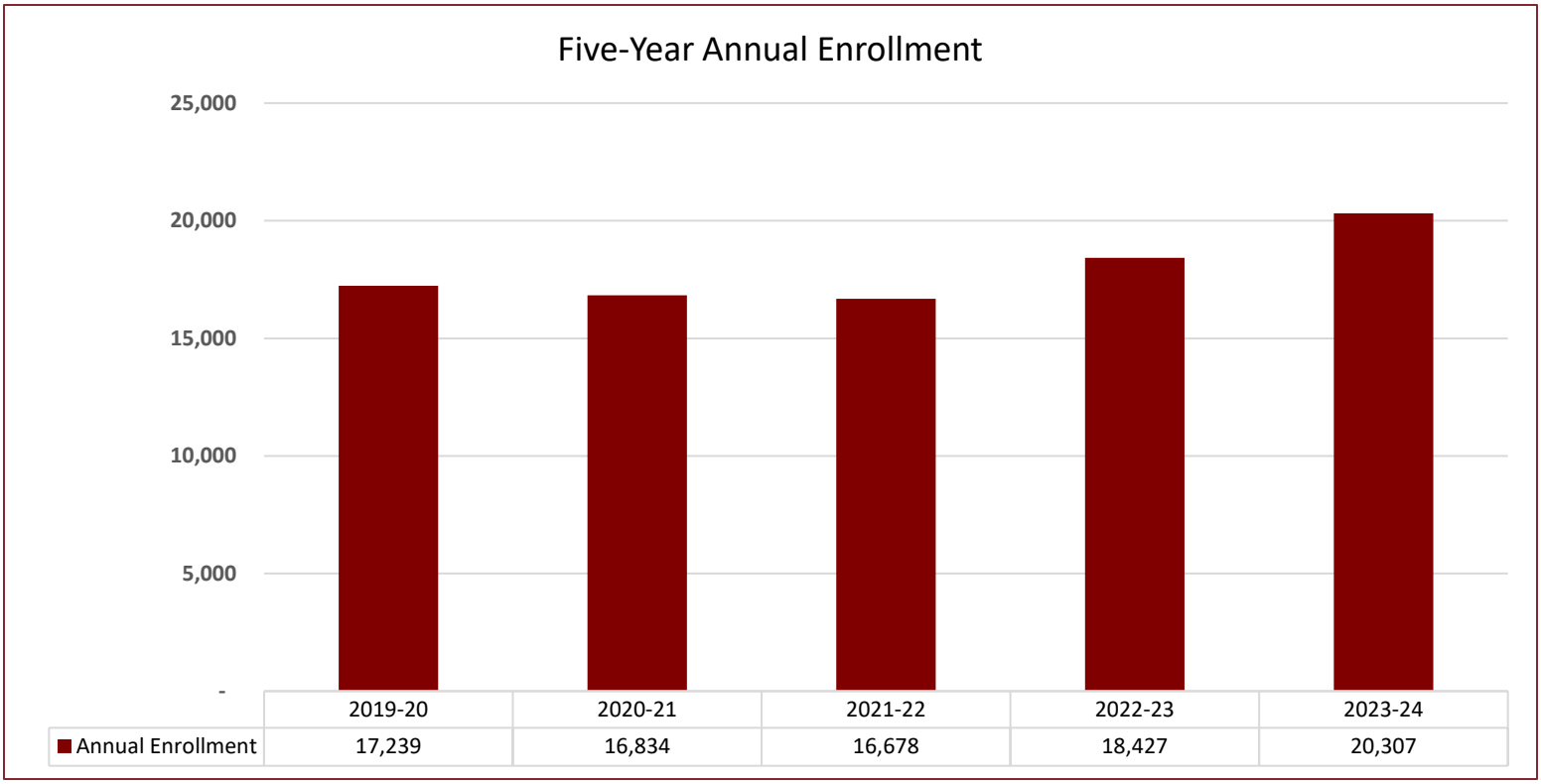
Workforce Pathways. TTC received funding from the General Assembly to offer scholarships for workforce training in 2023-24. With increased support, the program served 886 students, an increase of 14% over 2022-23, with funding of $2,213,874, which covered course fees in the areas of healthcare, manufacturing, information technology, human resources/business, culinary, and contract training.

Free Tuition. In summer 2022, TTC decided to extend free tuition for all academic programs through spring 2024. Free tuition, an initiative originally started by South Carolina Governor Henry McMaster, was available to most South Carolina residents. Compared to the previous academic year, fall 2023 enrollment of 14,025 was a 19% increase and spring 2024 enrollment of 13,209 was a 14.4% increase.

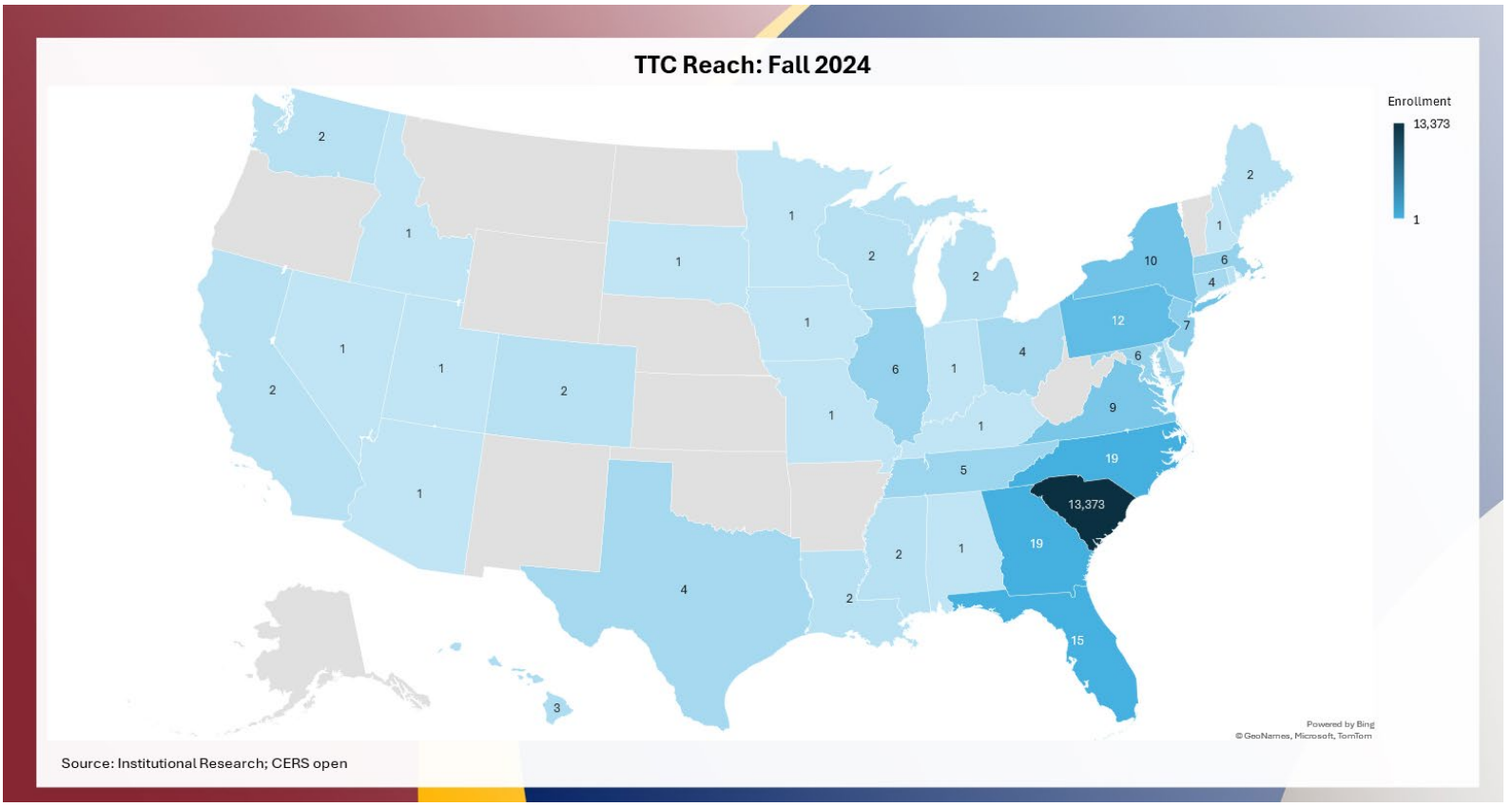
Berkeley Campus. Renovations are currently in progress, with an expected re-opening in fall 2026.

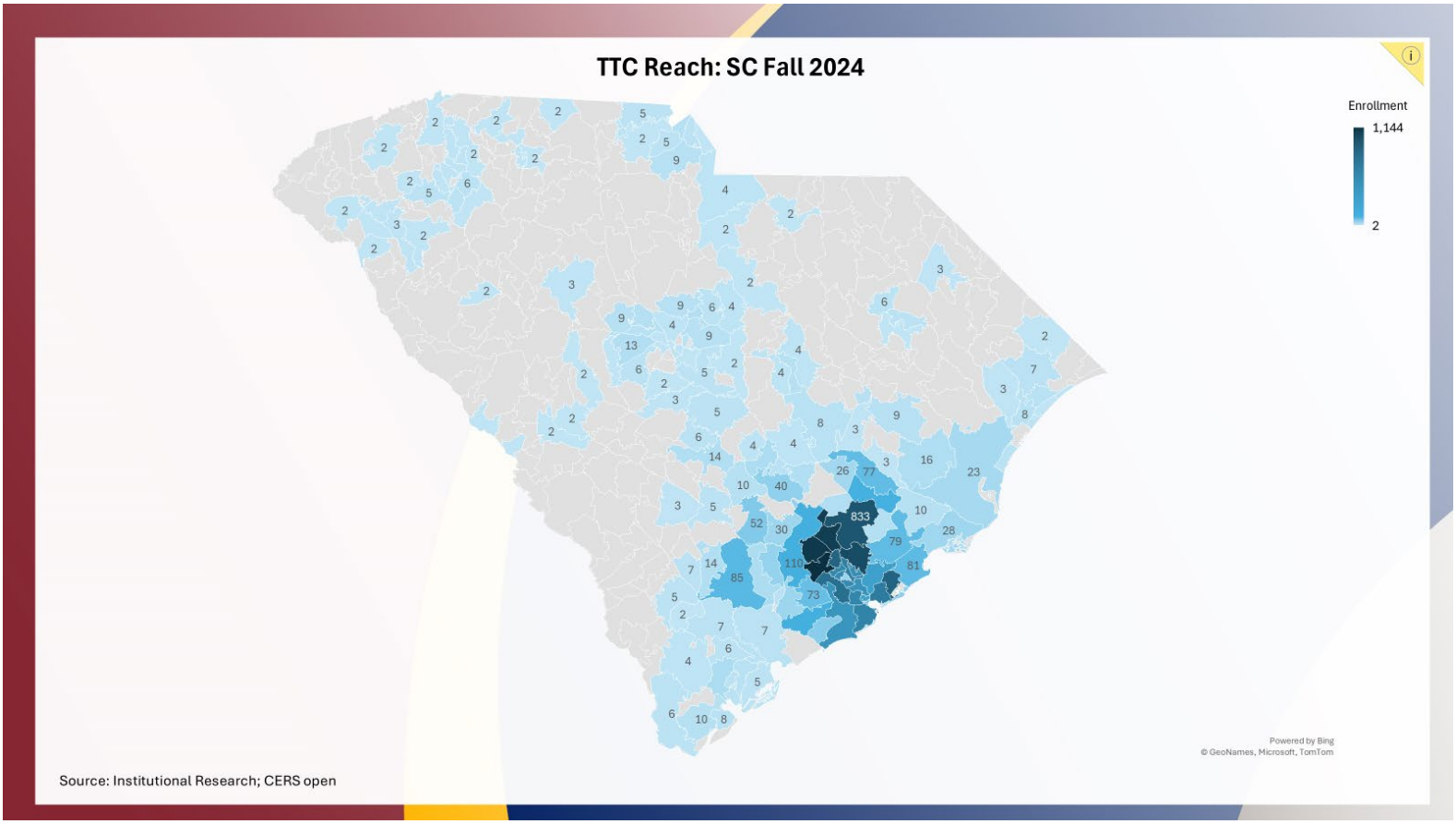
Grants. TTC's development division continued its focus in 2023-24 on securing external funding to support students and academic programs. The TTC Foundation received a $1 million award from Google Inc. to launch a Cybersecurity Clinic that will train students to support the development of cyber readiness in local small businesses and non-profits. The National Science Foundation awarded the college a $249,565 collaborative grant to help develop and test virtual and augmented reality curriculum for technical education students, as well as a $20,980 award to collaborate with The Citadel on supporting engineering students. The South Carolina Department of Education awarded TTC $134,711 to fund a special education teacher preparation program. Apprenticeship grants included $250,000 from SCTCS, $30,000 from Bank of America, and $59,700 from Boeing. Boeing also provided $125,300 in support of aeronautical programs. Additional grants from Johnson Controls ($100,000 for the HVAC program) and Blue Cross Blue Shield Foundation ($75,000 for the Dental Clinic) continued work started in 2022-23. The SC Film Commission maintained support of the Indie Grants program with $350,000. Other STEM-focused projects were supported by awards from the Gene Haas Foundation, Bosch Foundation, Volvo, Joint Base Charleston, SC Department of Commerce and the SC Aquarium, and the Exchange Club. The Grocery Vault received funding from Coastal Community Foundation and the Henry and Sylvia Yaschik Foundation.

TTC Enrollment and Reach



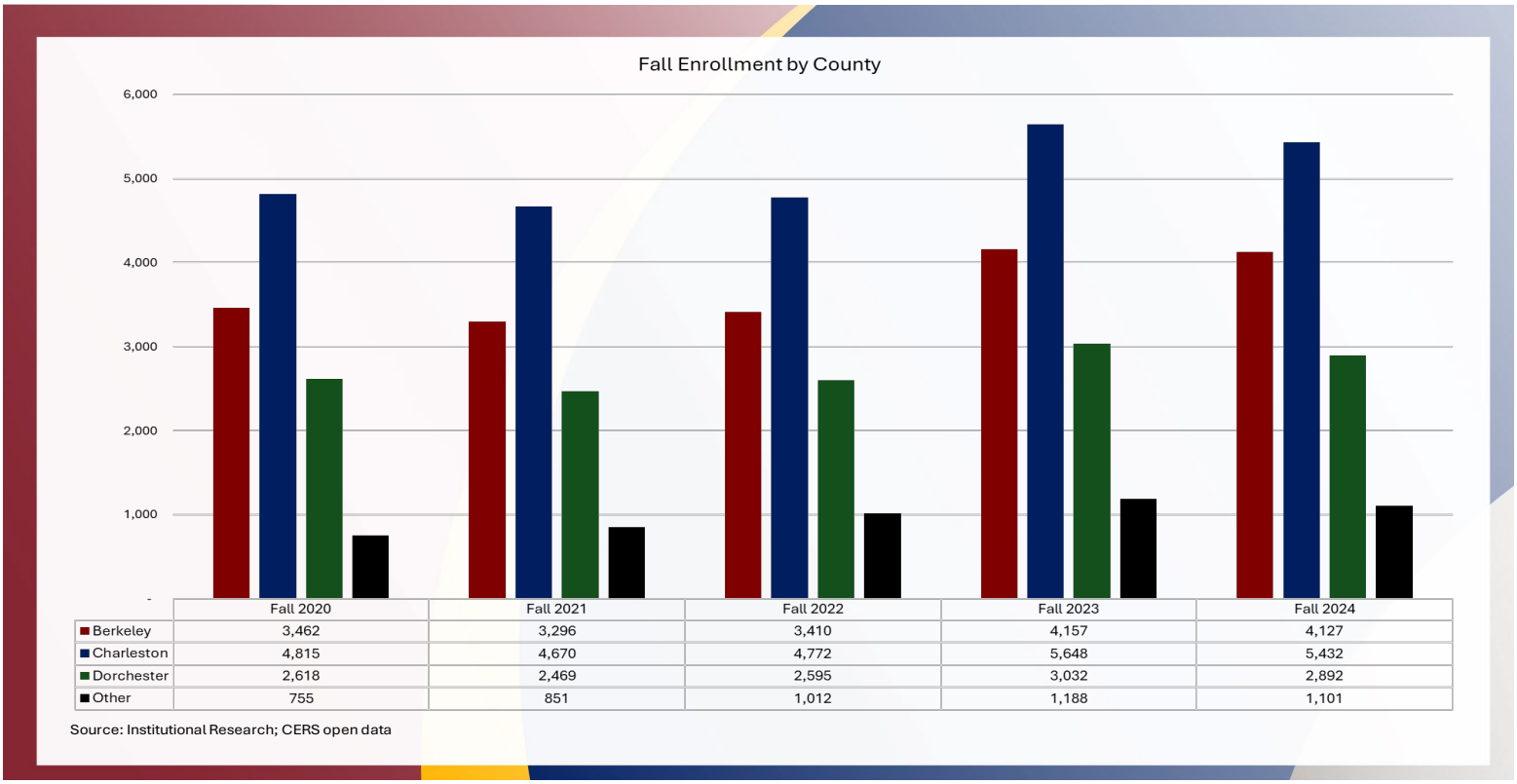
	2019-20	2020-21	2021-22	2022-23	2023-24
Annual Enrollment	17,239	16,834	16,678	18,427	20,307





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 offers courses at additional off-site locations as appropriate, including courses for dual credit students in local 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.



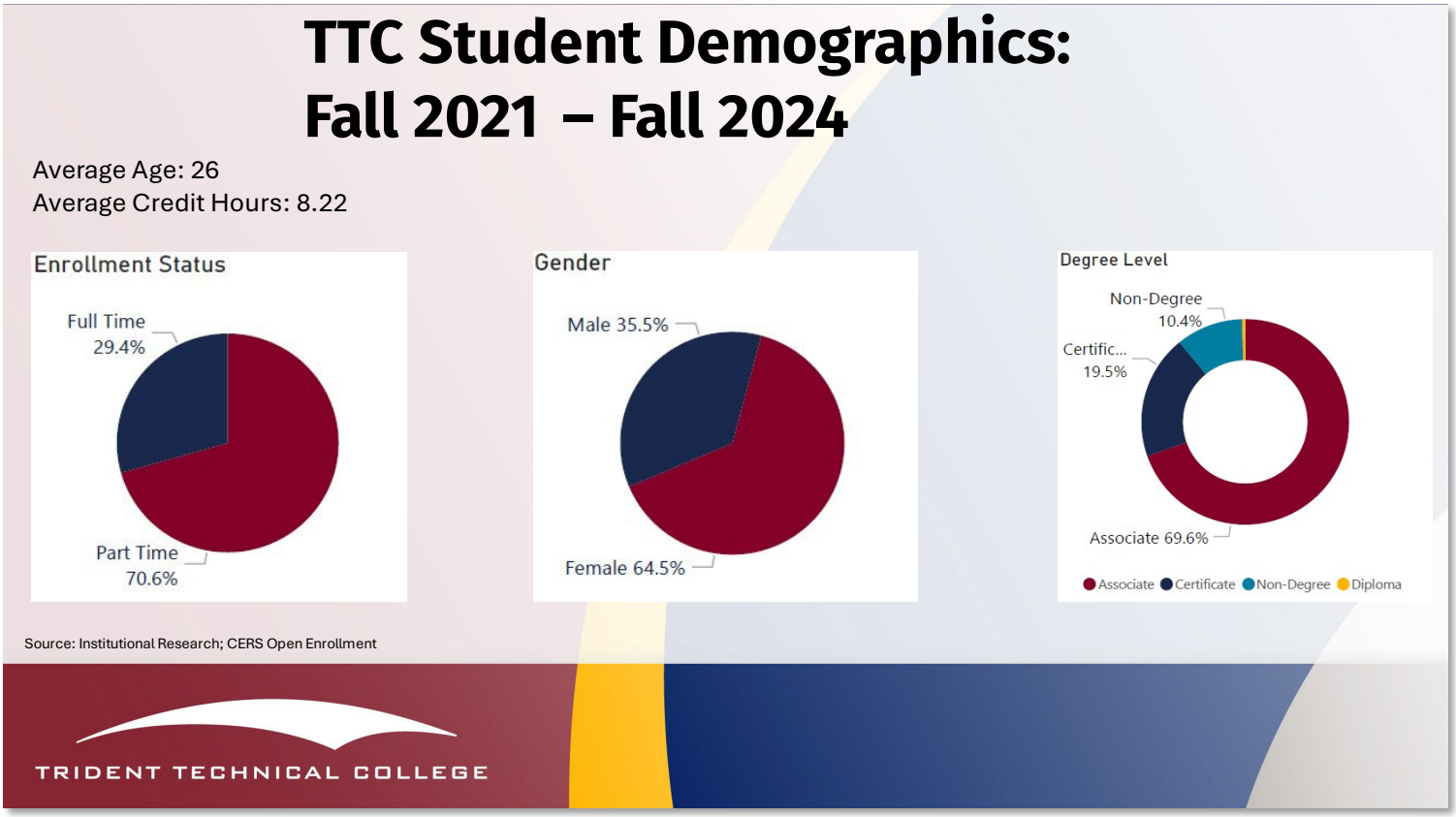
	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Berkeley	3,462	3,296	3,410	4,157	4,127
Charleston	4,815	4,670	4,772	5,648	5,432
Dorchester	2,618	2,469	2,595	3,032	2,892
Other	755	851	1,012	1,188	1,101

Source: Institutional Research; CERS open data

TTC monitors the enrollment rate by age group relative to local population. The table below shows the past five fall semesters of enrollment.

Age Group	2020	2021	2022	2023	2024
15 - 19	9.1%	8.5%	8.6%	9.6%	**9.7%**
20 - 24	5.5%	5.1%	5.3%	6.1%	**5.7%**
25 - 34	1.9%	1.8%	1.6%	2.0%	**1.9%**
35 - 44	0.9%	0.9%	0.9%	1.0%	**1.0%**
45 +	0.3%	0.4%	0.4%	0.5%	**0.5%**
Totals	2.3%	2.1%	2.2%	2.5%	**2.4%**

Student Demographics

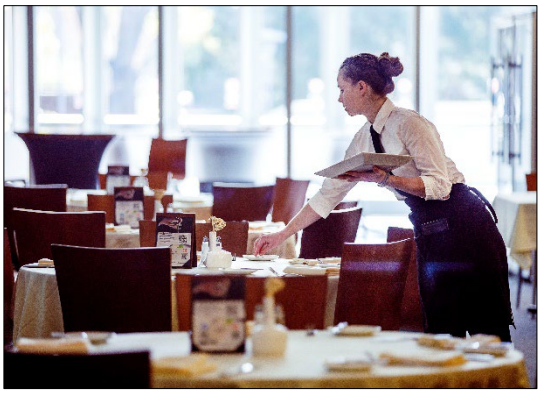


Student Demographics

TTC Student Profile		
Total Enrollment	**Fall 2024**	**13,552**
Age	<25	64%
	>25	36%
Gender	Male	37%
	Female	63%
Race/Ethnicity	Asian	2%
	American Indian/Alaskan	<1%
	African American	28%
	Hawaiian/Pacific Islander	<1%
	Hispanic	11%
	White/Non-Hispanic	50%
	Two or more races	7%
	Unknown	2%
Program (duplicated)	Associate	104%
	Diploma/Certificate	26%
	Non-Degree	3%
Student Load	Full-time	32%
	Part-time	68%

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.

Mission 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 20,000 curriculum and continuing education students each year. TTC offers more than 150 programs of study in the most sought-after career fields in arts and sciences; business; culinary and hospitality; education; engineering and manufacturing; health, human and personal services; information technology; law and criminal justice; maintenance and technical trades; and media and visual arts.

Rapid technological change and increased globalization create an extremely complex job market. Our mission 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 education and training to give our students the best opportunity to succeed in today's world.

Mission

Educate the individual. Accelerate the economy. Inspire the future.

Vision

Trident Technical College will excel as the community's first choice for innovative higher education and workforce development by empowering individuals to reach their goals and collaborating with partners to drive economic growth.

Values

Integrity	Excellence	Compassion	Innovation
Respect	Academic freedom	Access	Collaboration
Student achievement	Service	Affordability	Community engagement

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 welcomes and serves students from the rich variety of backgrounds in its service area.

To help students meet their goals, the college offers applied technical associate degrees, diplomas, certificates, and university transfer associate degrees. The curriculum includes programs in arts and sciences; business; culinary and hospitality; education; engineering and manufacturing; health, human and personal services; information technology; law and criminal justice; maintenance and technical trades; and media and visual arts. Additionally, the college offers high school dual enrollment partnerships, apprenticeship programs, customized workforce training, and personal enrichment opportunities. To foster student success, the college provides multiple course delivery methods and comprehensive academic and student support services.

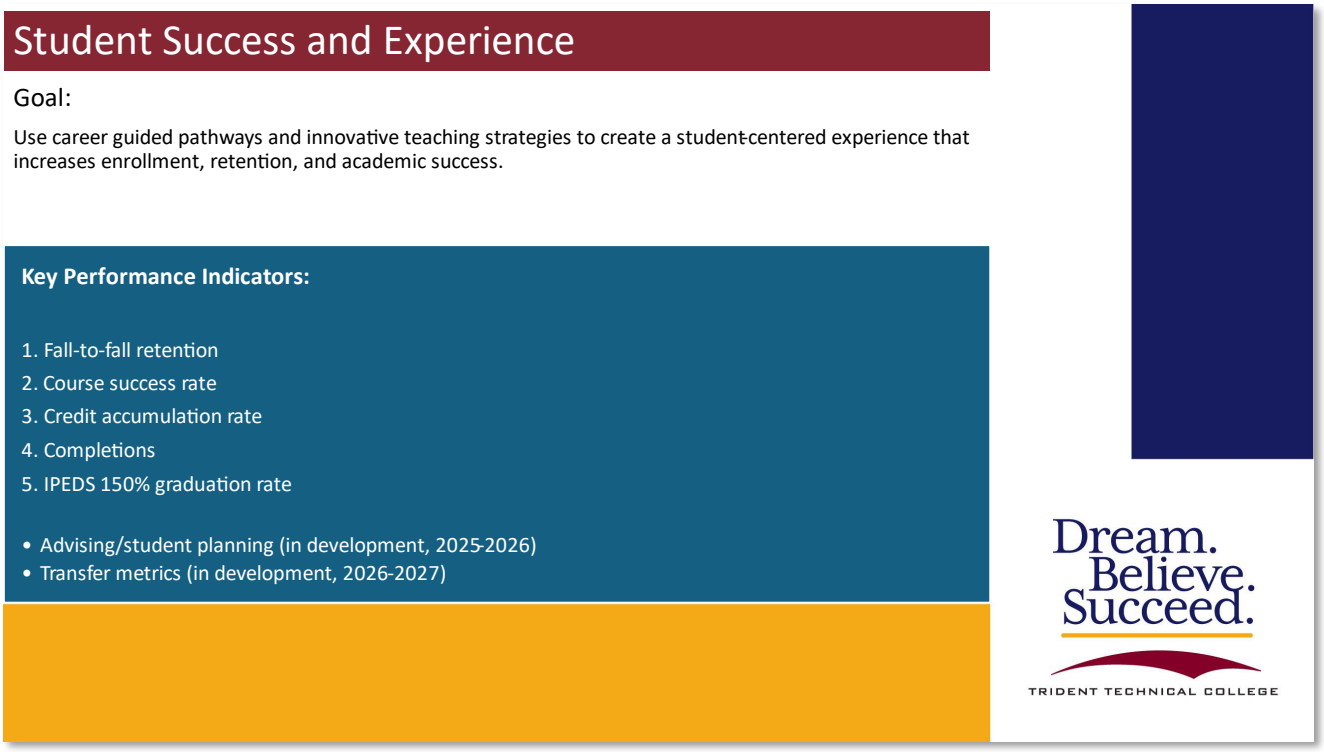
Strategic Planning

2023-24 marked the first year of TTC's 2023-2028 Strategic Plan. During this year, the college participated in Complete College America's (CCA) Advising Success Network (ASN) and completed the college's work with Ruffalo Noel Levitz and the Strategic Enrollment Plan. The President's Cabinet used the momentum from CCA's ASN to create a Solve and Dissolve team to focus on developing recommendations for a new advising model, targeted for implementation in fall 2025.

Other actions from the 2023-2028 Strategic Plan were completed. Notably the following: counselors and librarians were embedded in appropriate D2L courses, a yearly Appreciation Cookout event was established for both employees and students, an online calendar was created to publish events for employees and students, HR completed a salary study to become more competitive with pay, and a formal process was created for new employees to receive TTC shirts upon hire and for supervisors to purchase TTC apparel for existing employees.

During the 2024-25 academic year, the strategic plan was revised to streamline the college's priorities, to reflect the college wide WIG as a goal, and to address the cancellation of the RFP for a new ERP system. The revised strategic plan combined Student Achievement and Student Experience into one theme, Student Success and Experience, and set the first measurable goal (Strategic Plan KPI) as the collegewide WIG. The revised strategic plan created a new theme for Innovation which embraces harnessing innovation and technology to enhance operations and effectively improve student and employee experiences. Lastly, the revised strategic plan rebranded the TTC Community theme to be an external focus and more inclusive for Continuing Education and Workforce Training.

The revised 2023-2028 Strategic Plan is outlined below.



Innovation

Goal:

Harness innovation and technology to enhance operational efficiency, elevate student and employee experiences, and foster a collaborative and forward-thinking institutional culture.

Key Performance Indicators:

1. Technology-driven process improvement (new data collection during 2025-2026)

- Professional development strategy (in development, 2025-2026)

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TTC Community

Goal:

Leverage meaningful community engagement to strengthen the college's role as a leader in regional economic development by enhancing cross-sector partnerships and continuing education opportunities.

Key Performance Indicators:

1. Continuing Education enrollment
2. Local high school graduates attending TTC the subsequent fall

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Strategic Plan KPI's

Student Success and Experience

Increase fall-to-fall retention rate from 51% to 55% by fall 2025

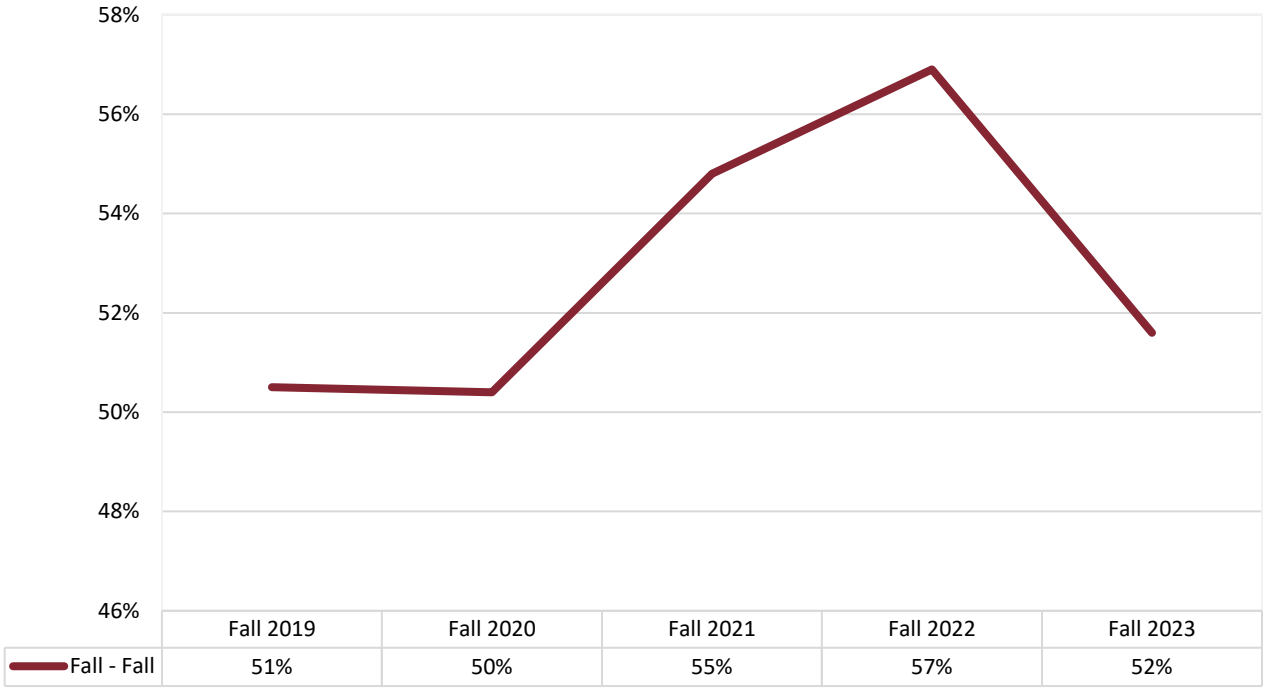
At the All College Gathering in August 2024, Dr. Wood announced TTC's first collegewide Wildly Important Goal (WIG). Each division created their own sub-wildly important goal or goals (SWIGs) with the focus on increasing fall-to-fall retention from 51% to 55% by fall 2025.

Institutional Research maintains a Retention Rates Dashboard that displays both fall-to-fall and fall-to-spring retention rates. Users can filter rates by various characteristics, including registration status, enrollment status, Pell eligibility, race/ethnicity, gender, age, residency, program, and more.

During the free tuition era (fall 2022-spring 2024), fall-to-fall retention reached a record high of 57%. However, with the conclusion of free tuition, the college has seen a decline in enrollment, which is also reflected in retention rates.

Appendices A-C show trend analysis for retention of all students, retention filtered for first-time freshmen, and retention filtered by part-time, first-time freshmen, who are the most at-risk population with a fall-to-fall retention rate of just 33.5% in fall 2023.

Source: TTC Institutional Research; Retention Rates Dashboard



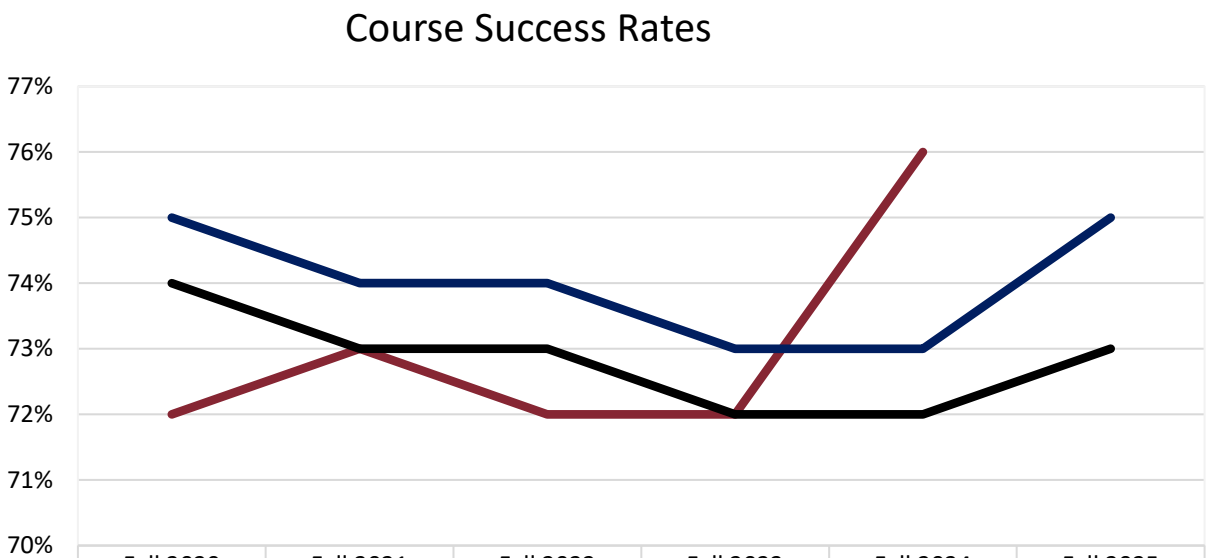
Meet or exceed the course success rate goal

As part of TTC's commitment to improving retention, the college monitors course success rates. Like retention rates, Institutional Research maintains a Course Success Rates Dashboard that provides trend analysis. Users can filter data by division, department, term, location, method, student registration and enrollment status, and other characteristics.

Overall, course success rates have averaged 72% since fall 2018. However, the course success rate increased to 76% in fall 2024, a record high the college has not reached since fall 2014.

Appendices D-G show trend analysis by race/ethnicity, gender, pell eligibility, enrollment status, and course method for course success rates overall, for MAT 110 (College Algebra), for MAT 120 (Probability and Statistics), and for ENG 101 (English Composition I).

Source: TTC Institutional Research; Course Success Rates Dashboard



	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025
All Programs	72%	73%	72%	72%	76%	
Threshold	74%	73%	73%	72%	72%	73%
Goal	75%	74%	74%	73%	73%	75%

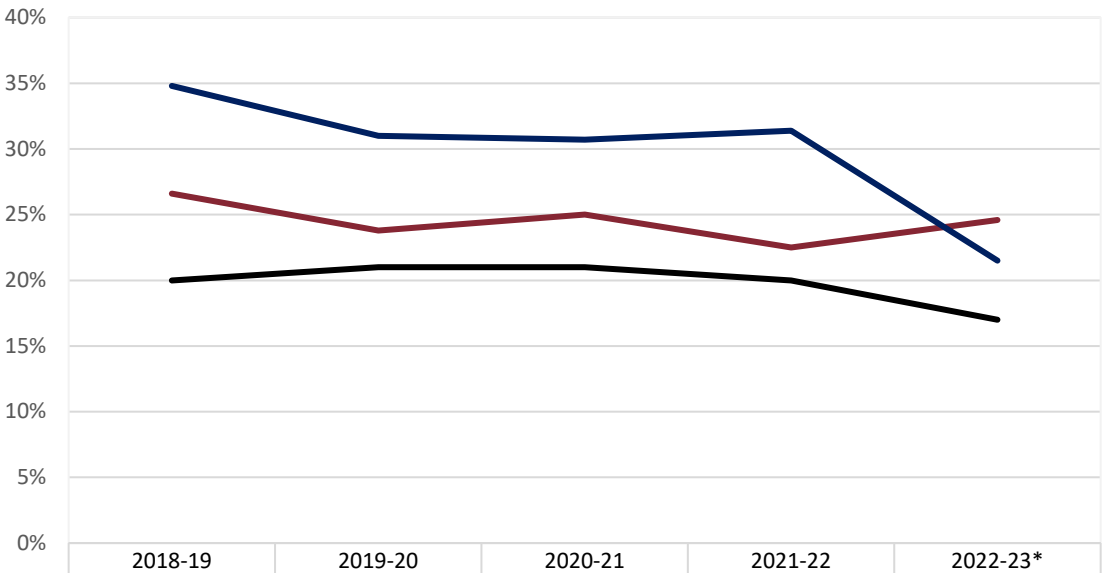
Maintain a credit accumulation rate above the SC benchmark

TTC utilizes data from the Postsecondary Data Partnership dashboards to track credit accumulation rates, which measure the percentage of students meeting the selected threshold, based on their enrollment status, during their first year at TTC.

The graph below shows the accumulation rate based on fifteen credits for part-time and thirty credits for full-time. The past five years of data shows TTC lagging beneath the SC benchmark.

The benchmark data for 2022-23 may still increase as more colleges provide updated data.

Source: Postsecondary Data Partnership (PDP) Dashboards



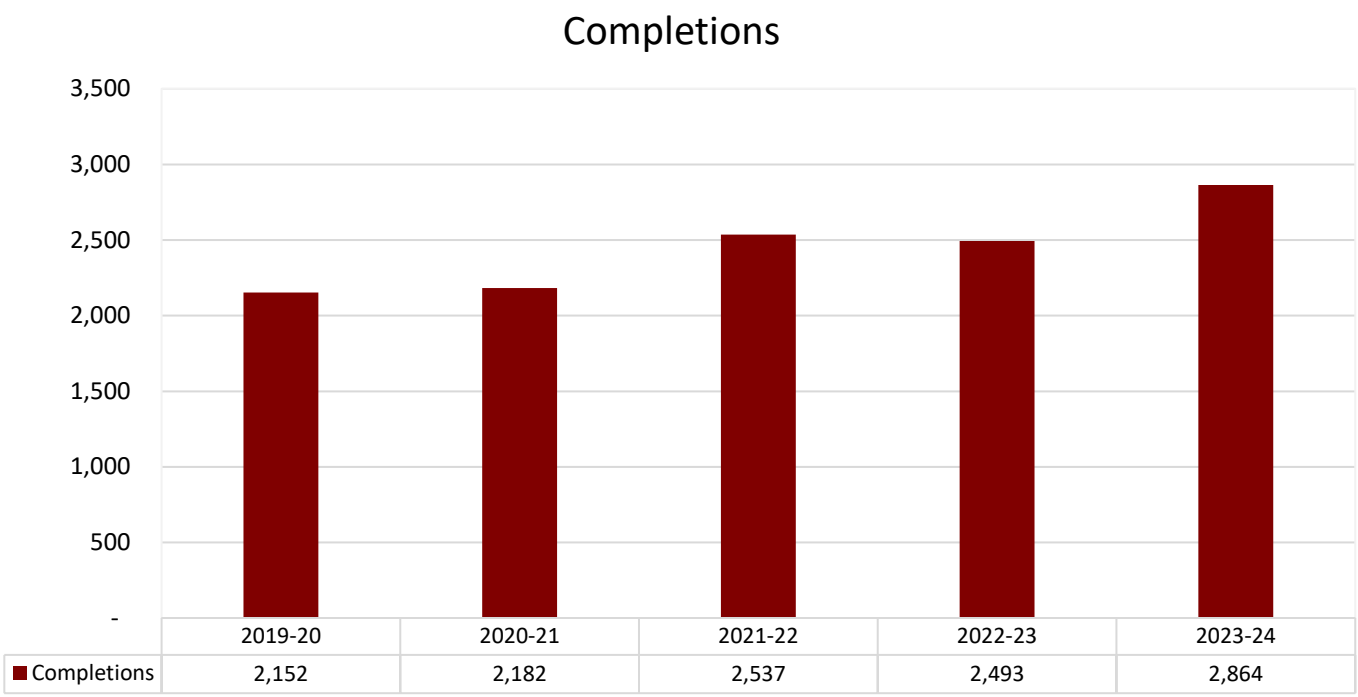
	2018-19	2019-20	2020-21	2021-22	2022-23*
TTC	27%	24%	25%	23%	25%
Benchmark - SC	35%	31%	31%	31%	22%
Benchmark - National	20%	21%	21%	20%	17%

Increase completions year over year

TTC monitors completions in an academic year (fall, spring, summer) for all programs and degree levels. Institutional Research maintains a Completions dashboard and users can filter data by program, credential type, gender, and race/ethnicity.

Since 2014, TTC has awarded over 25,000 degrees (associate, certificate, diploma).

Source: Institutional Research; CERS Completions



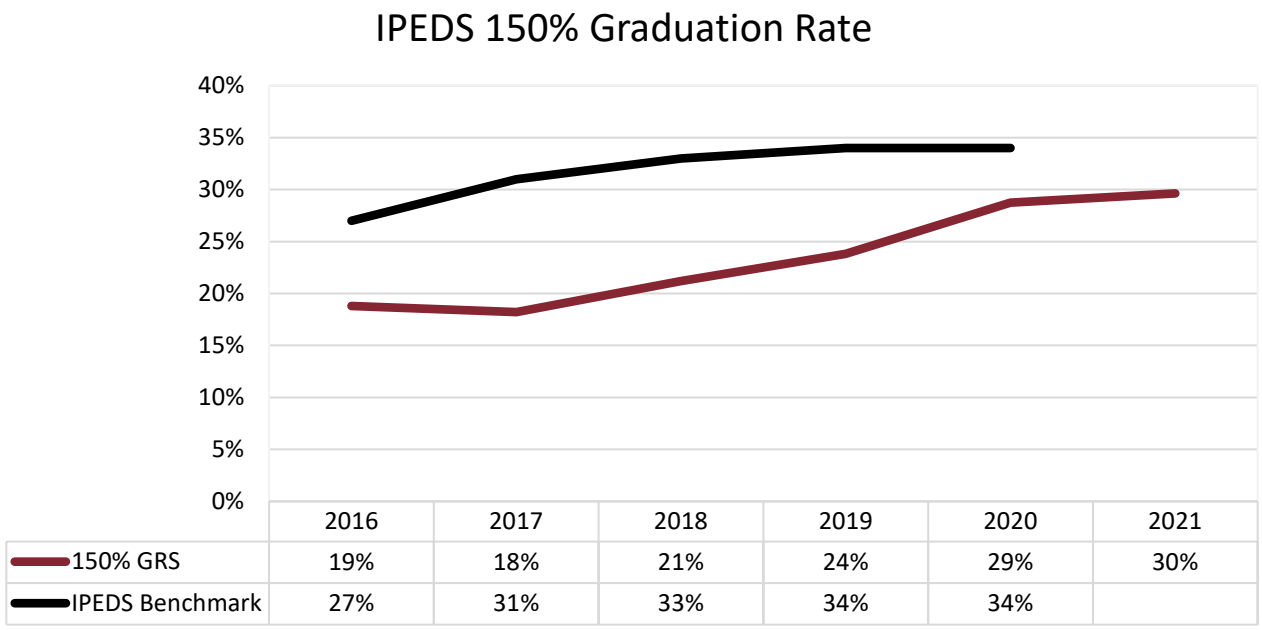
	2019-20	2020-21	2021-22	2022-23	2023-24
Completions	2,152	2,182	2,537	2,493	2,864

Increase IPEDS 150% graduation rate from 30% to 36% by fall 2028 (cohort 2024)

The IPEDS 150% graduation rate is TTC's key graduation metric reported to SACSCOC. This metric measures the percentage of first-time full-time degree seeking students that graduate within 150% of the expected time (3 years for declared associate degree; 18 months for certificate). While the rate remains lower than the IPEDS benchmark group, TTC has seen an 11% increase in graduation rates since 2016. The IPEDS benchmark for the 2021 cohort has not been released as of this publication.

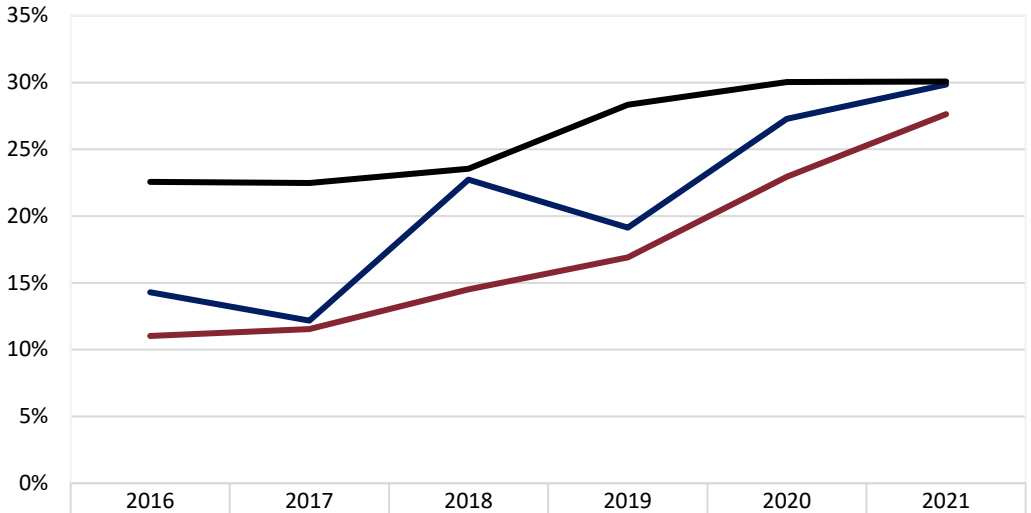
TTC disaggregates the IPEDS 150% graduation rate by race/ethnicity and pell status. These graphs are shown below.

Source: IPEDS data



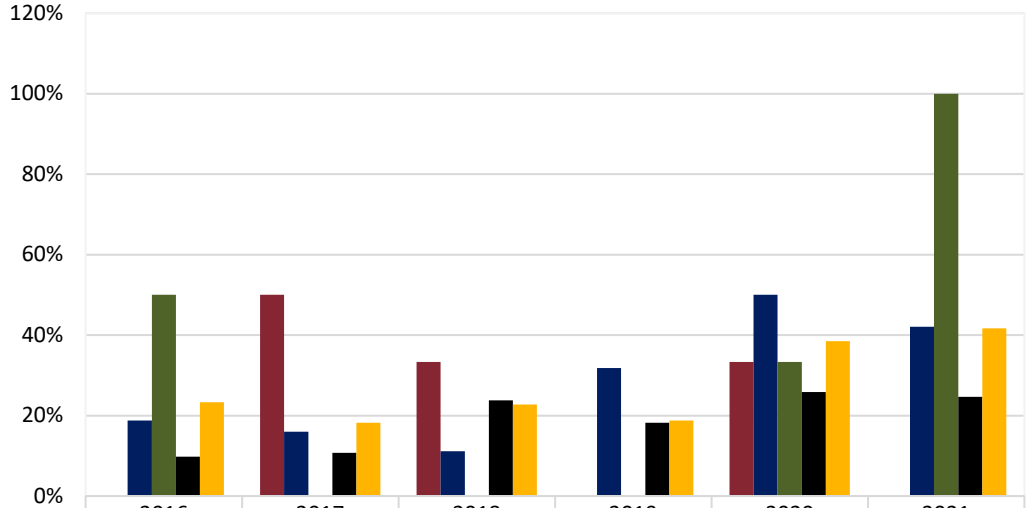
	2016	2017	2018	2019	2020	2021
150% GRS	19%	18%	21%	24%	29%	30%
IPEDS Benchmark	27%	31%	33%	34%	34%	

IPEDS 150% Graduation Rate: Race/Ethnicity

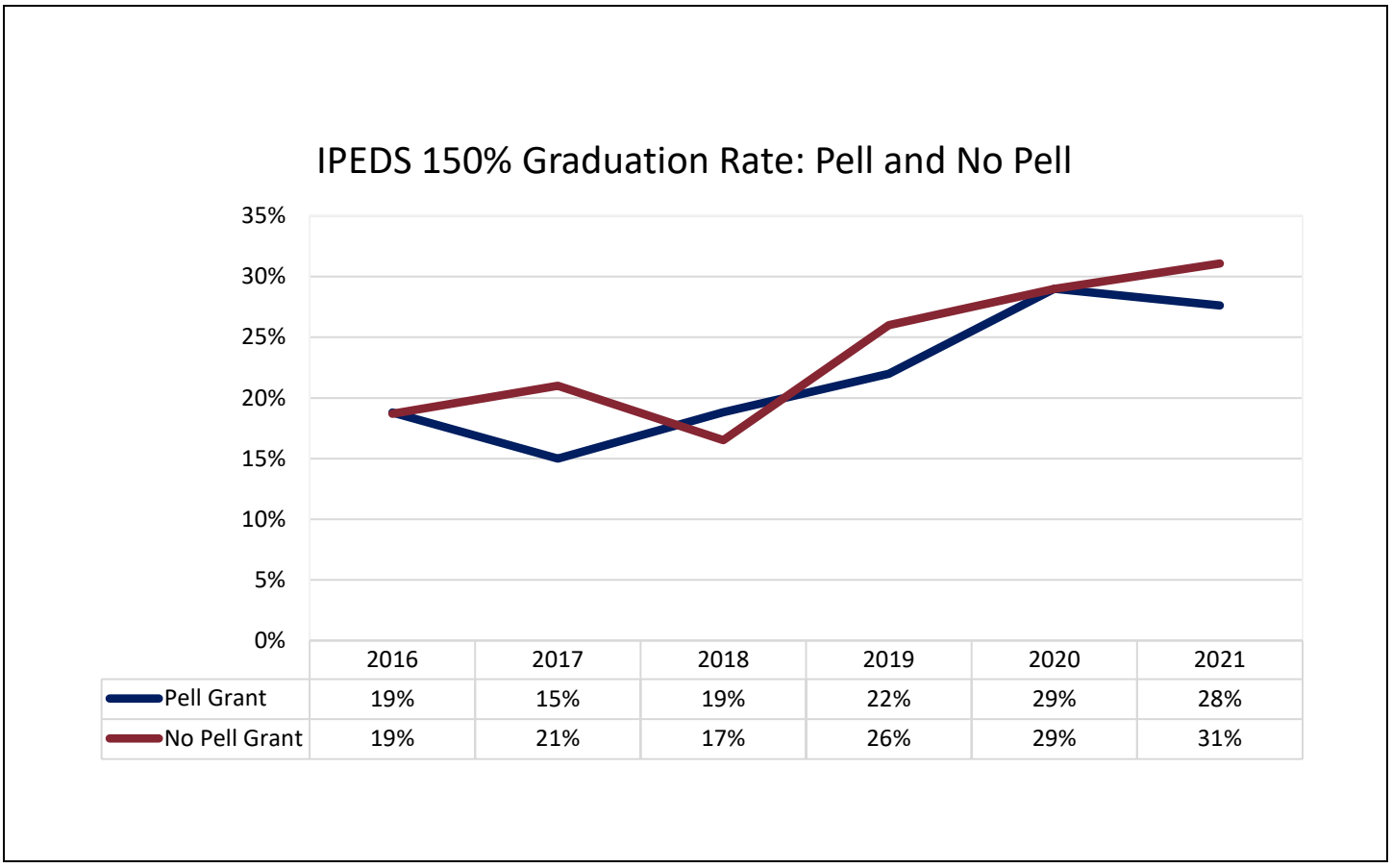


	2016	2017	2018	2019	2020	2021
Black/African American	11%	12%	15%	17%	23%	28%
Hispanic/Latino	14%	12%	23%	19%	27%	30%
White	23%	22%	24%	28%	30%	30%

IPEDS 150% Graduation Rate: Race/Ethnicity



	2016	2017	2018	2019	2020	2021
American Indian/Alaskan Native	0%	50%	33%	0%	33%	0%
Asian	19%	16%	11%	32%	50%	42%
Native Hawaiian/Pacific Islander	50%	0%	0%	0%	33%	100%
Two or More	10%	11%	24%	18%	26%	25%
Unknown	23%	18%	23%	19%	38%	42%



	2016	2017	2018	2019	2020	2021
Pell Grant	19%	15%	19%	22%	29%	28%
No Pell Grant	19%	21%	17%	26%	29%	31%

Innovation

Improve or automate 3 - 5 key processes annually

As part of an ongoing commitment to improvement, Cabinet completed an internal survey to identify workflows, procedures, or systems that may benefit from refinement or innovation. These responses will be used to strategically prioritize improvements across the college.

Data will be collected during 2025-26 academic year.

TTC Community

Increase enrollment in continuing education courses

TTC works closely with the community and business partners to align continuing education offerings. Continuing education offers training opportunities for entry-level employment, upskilling, and professional development, as well as direct training for local business and industry partners and personal interest opportunities.

Continuing Education Category	2023-24 FY		2024-25 FY	
	Classes	Headcount	Classes	Headcount
Business	10	192		
Culinary and Hospitality	11	112		
Engineering and Manufacturing	9	64		
Health, Human, and Personal Services	47	513		
Information Technology	10	138		
Law and Criminal Justice	25	121		
Maintenance and Technical Trades	45	368		
Media and Visual Arts	1	5		
Personal Interest	66	852		
Youth Programs	30	422		
TOTAL	**254**	**2,787**		

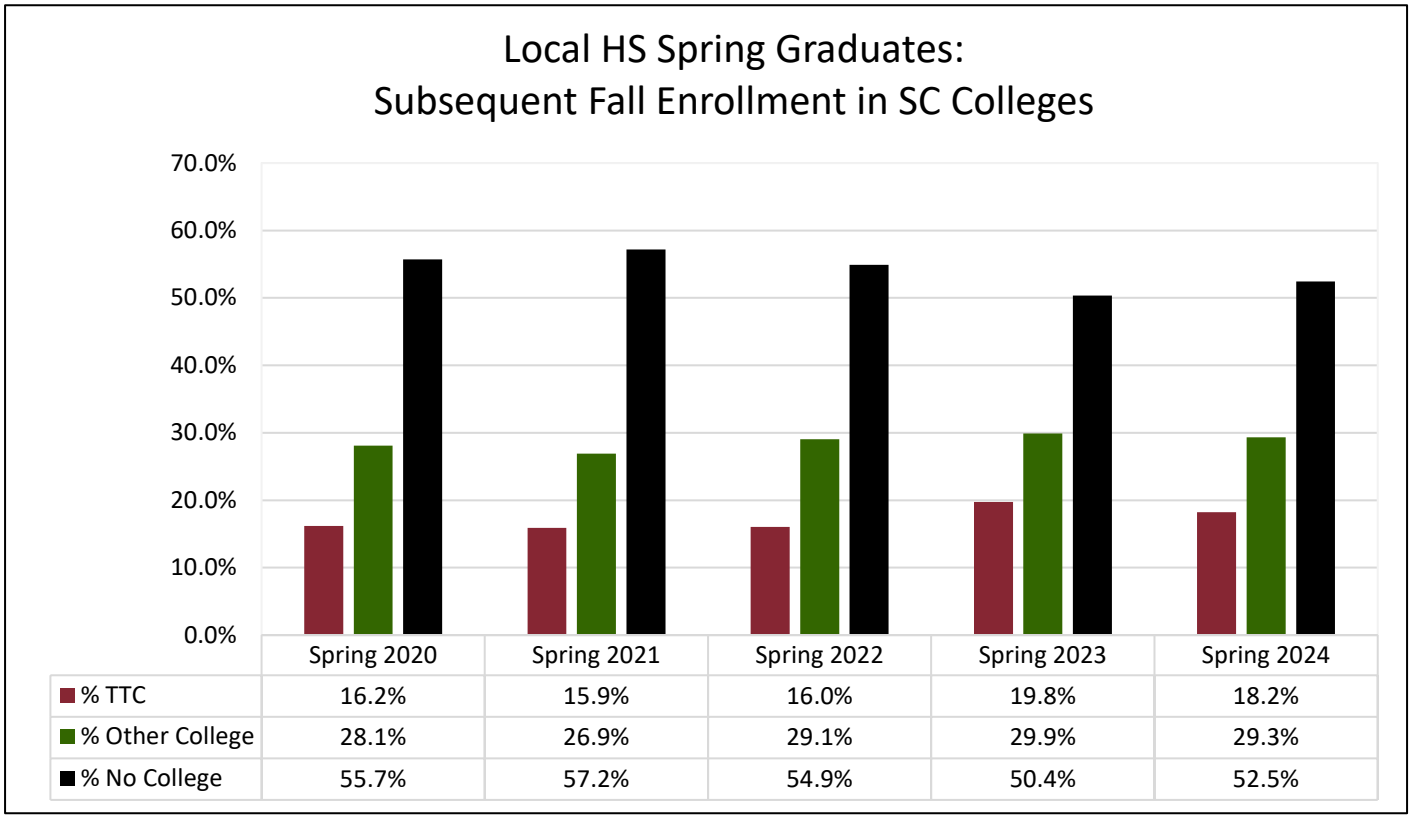
Increase the percentage of local graudates attending TTC the subsequent fall

Spring high school graduates in our three-county service area are tracked to the subsequent fall to determine if the graduate attends TTC or another college in South Carolina. We do not have access to out-of-state college data.

COVID-19 affected the percent of local graduates attending TTC and other SC colleges negatively, while the "no college" percent increased with spring 2020 graduates. With spring 2023 data, trend analysis shows that the percent of graduates attending TTC has increased to pre-COVID numbers, yet the same is not true for the percent of graduates attending other SC colleges.

Other metrics to consider are the number of local high school graduates joining the military and the number of local high school graduates earning a degree from TTC while attending high school.

Source: CHE data



	Spring 2020	Spring 2021	Spring 2022	Spring 2023	Spring 2024
% TTC	16.2%	15.9%	16.0%	19.8%	18.2%
% Other College	28.1%	26.9%	29.1%	29.9%	29.3%
% No College	55.7%	57.2%	54.9%	50.4%	52.5%

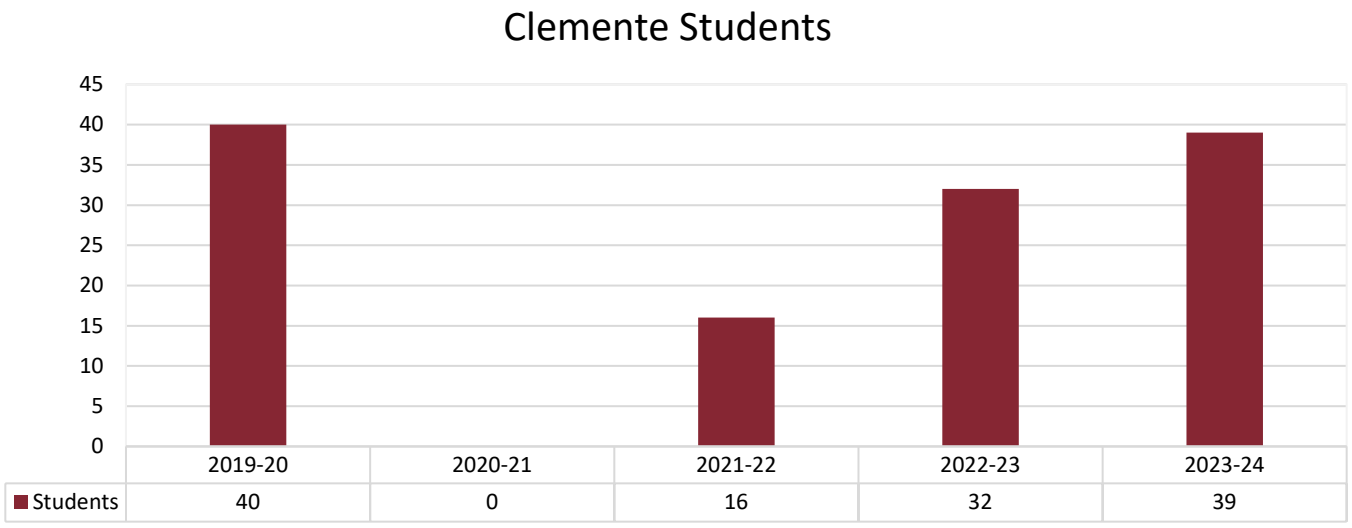
Institutional Values

TTC Value: Access

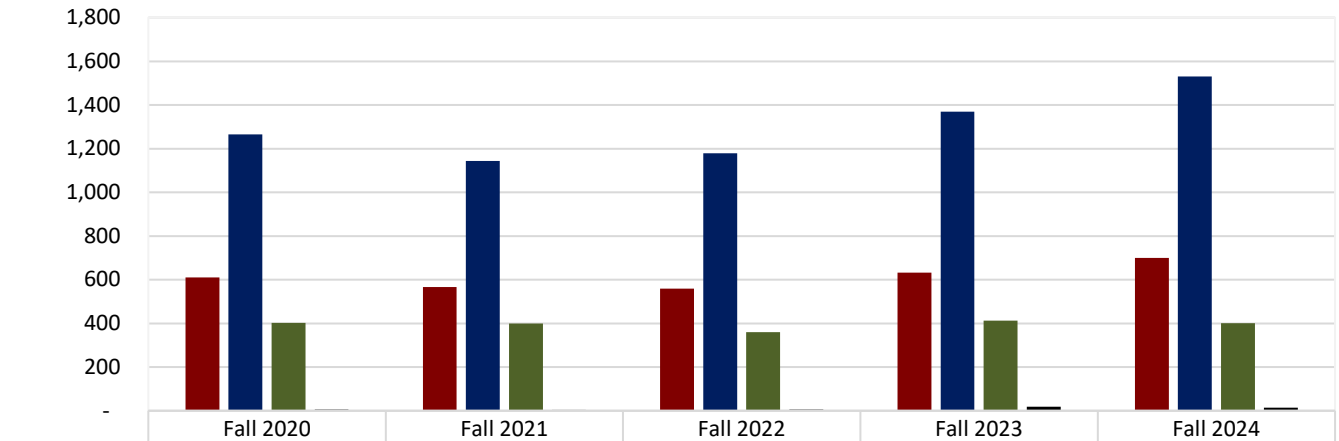
Enrollment in the Clemente Program was impacted by COVID during the 2020-21 academic year. However, students returned to Clemente courses in spring 2022, and enrollment is steadily rising to pre-COVID levels.

Dual enrollment continues to grow. The graph below shows fall dual enrolled by county for the past five years.

Source: TTC Institutional Research



	2019-20	2020-21	2021-22	2022-23	2023-24
Students	40	0	16	32	39



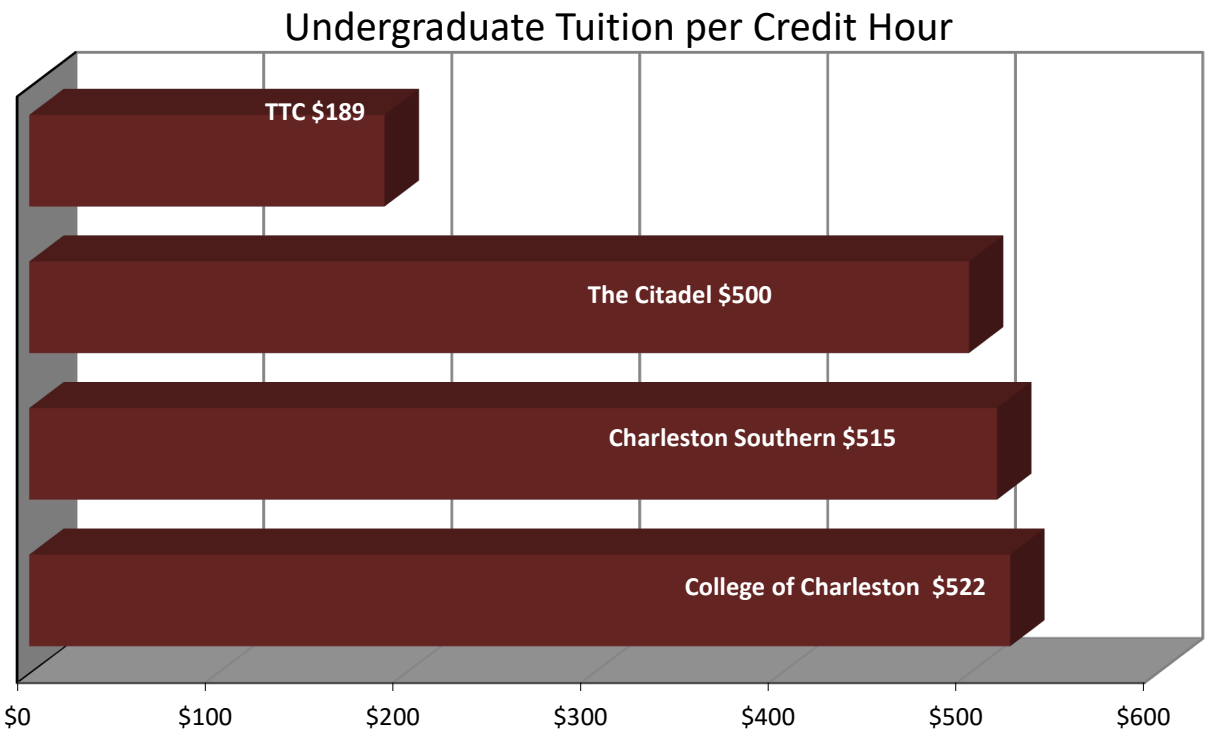
	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
Berkeley	610	566	559	632	700
Charleston	1,265	1,143	1,179	1,370	1,531
Dorchester	402	400	360	412	401
Other	6	4	6	19	14

TTC Value: Affordability

TTC has not increased student tuition since the 2019-20 academic year. Area Commission approved to increase the per-credit-hour charge for tuition, effective summer 2025. This will increase tuition for in-state students living in our service area from $189 to $200.

The following chart shows tuition for local colleges for fall 2024.

Source: Google search of college websites. Performed February 2025.



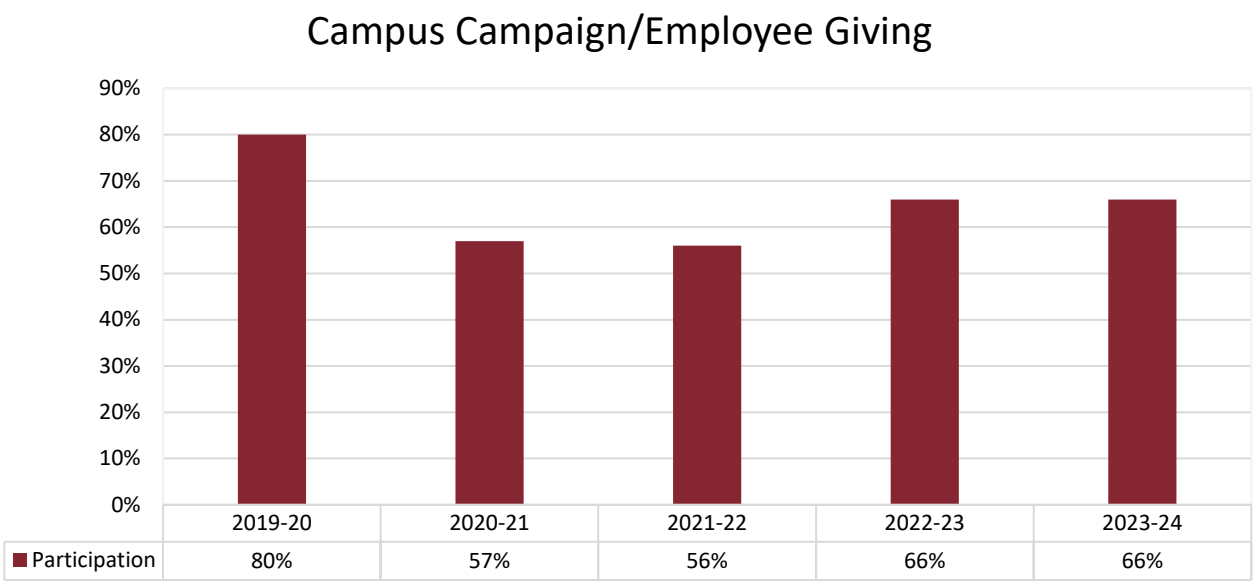
TTC Value: Community Engagement

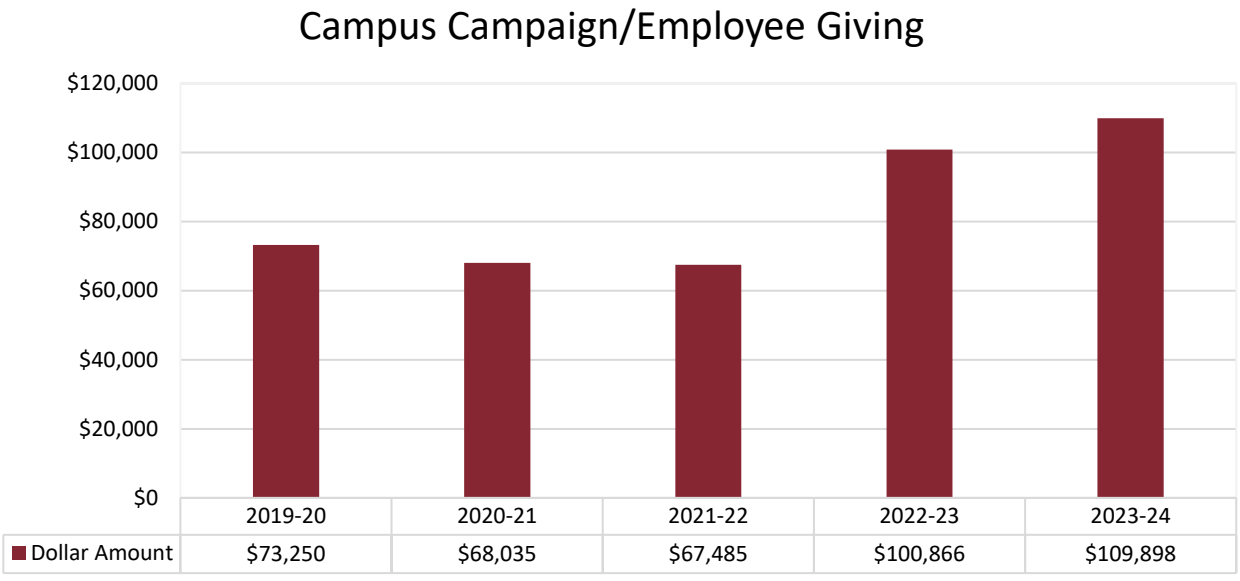
Until the 2022-23 academic year, employee giving was measured through the annual Campus Campaign. Starting with the 2022 numbers, employee giving now includes additional opportunities such as TTC Giving Day and Bubbles and Blingo.

Since 2019-20, the participation rate has generally declined; however, with more giving opportunities, participation has increased over the past two academic years.

Total funds rasied followed a similar trend, reaching a five-year high of $109,898 in 2023-24.

Source: TTC Foundation





Performance Funding

Peformance Funding Metrics

As a member of the South Carolina Technical College System (SCTCS), TTC is evaluated on four performance funding metrics: graudate placement, licensure exam pass rates, success rate, and persistence. The System office sets minimum acceptable standards, and the 16 member colleges are compared to one another as well as to the system average. TTC uses these minimum standards, as our threshold for acceptability and our goal.

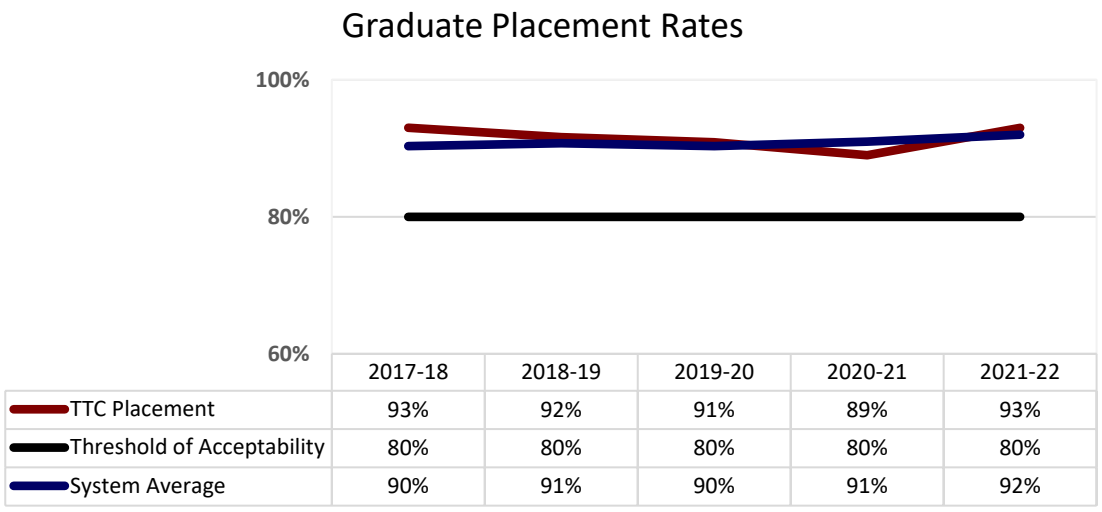
Graduate placement: Defined as graduate who are employed or continuing their education in the year follwing graduation.

Licensure exam pass rates: Defined as aggregate pass rates for first time testers only.

Success rate: Defined as both full and part-time students at the 150% mark and includes graduation, transfer, or still enrolled.

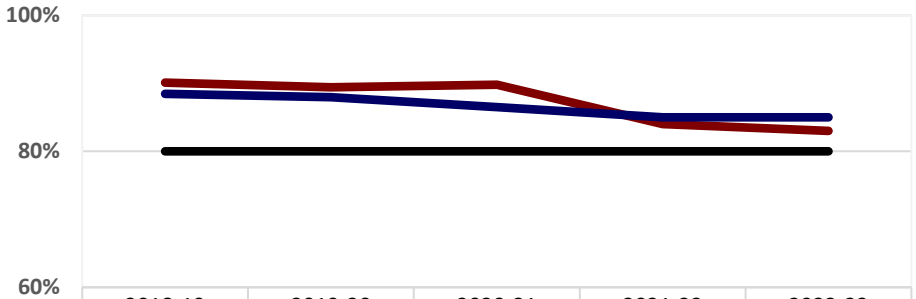
Persistence: Defined as fall-to-spring retention.

Source: SCTCS Performing Funding Indicators



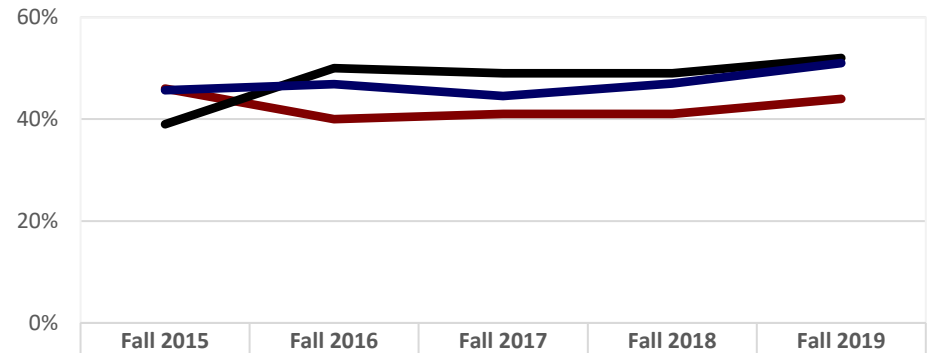
	2017-18	2018-19	2019-20	2020-21	2021-22
TTC Placement	93%	92%	91%	89%	93%
Threshold of Acceptability	80%	80%	80%	80%	80%
System Average	90%	91%	90%	91%	92%

Licensure Exam Rates



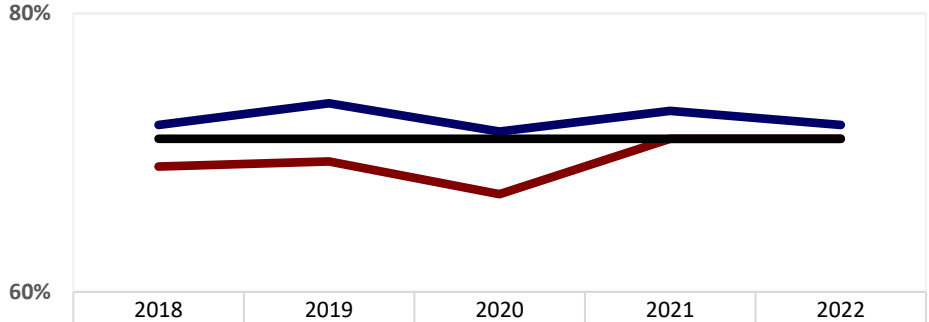
	2018-19	2019-20	2020-21	2021-22	2022-23
TTC Licensure	90%	89%	90%	84%	83%
Threshold of Acceptability	80%	80%	80%	80%	80%
System Average	88%	88%	87%	85%	85%

Success Rate



	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
TTC Success Rate	46%	40%	41%	41%	44%
Threshold of Acceptability	39%	50%	49%	49%	52%
System Average	46%	47%	45%	47%	51%

Persistence

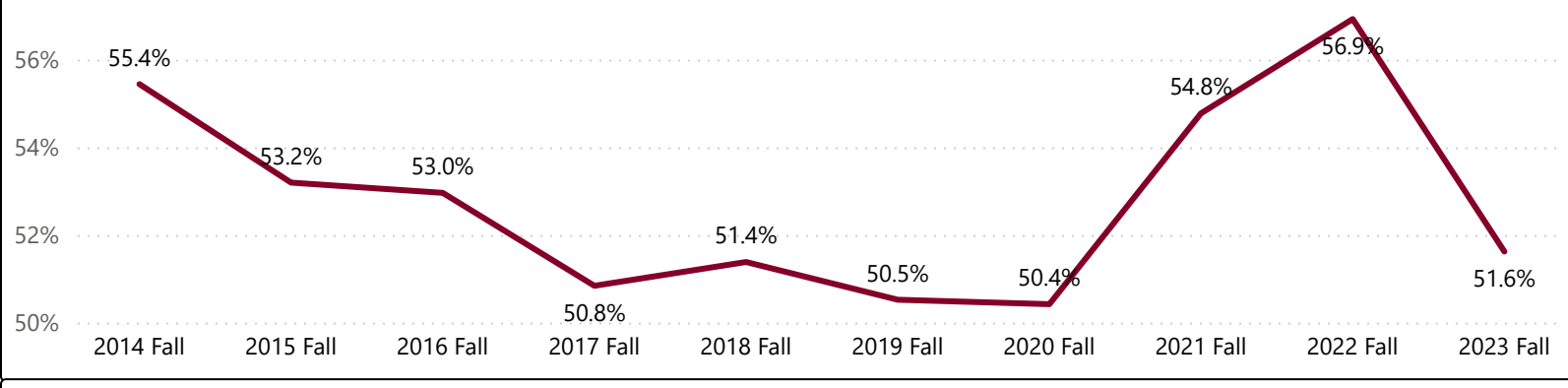


	2018	2019	2020	2021	2022
TTC Persistence	69%	69%	67%	71%	71%
Threshold of Acceptability	71%	71%	71%	71%	71%
System Average	72%	74%	72%	73%	72%

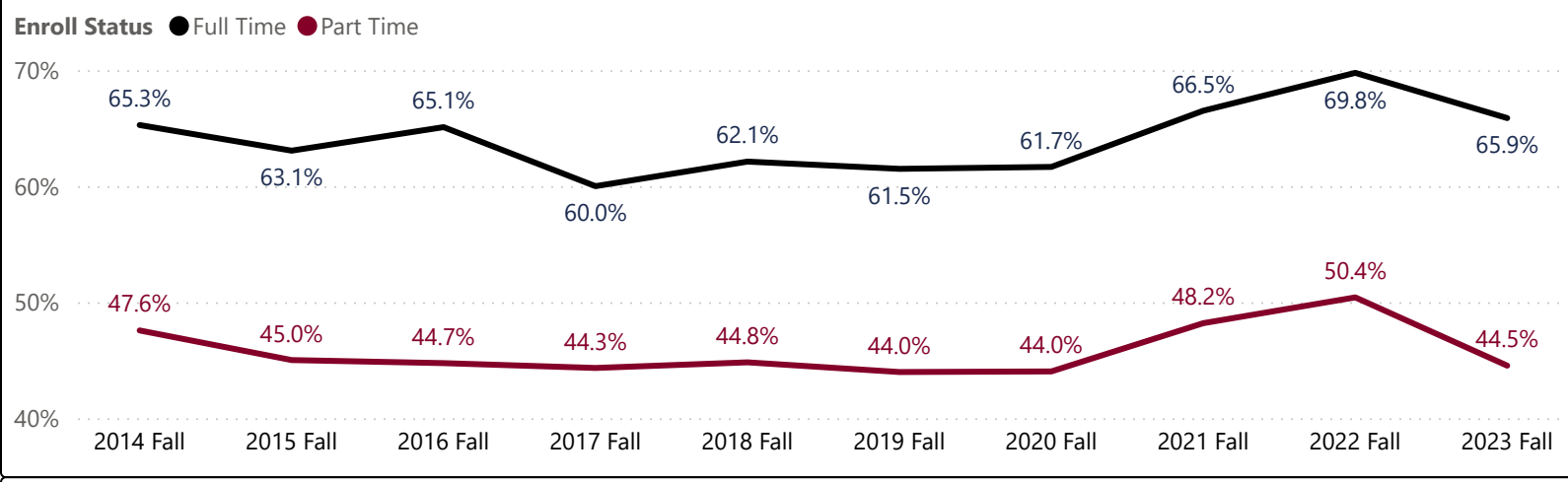
Trident Technical College

Retention Rates
Fall-to-Fall Trends

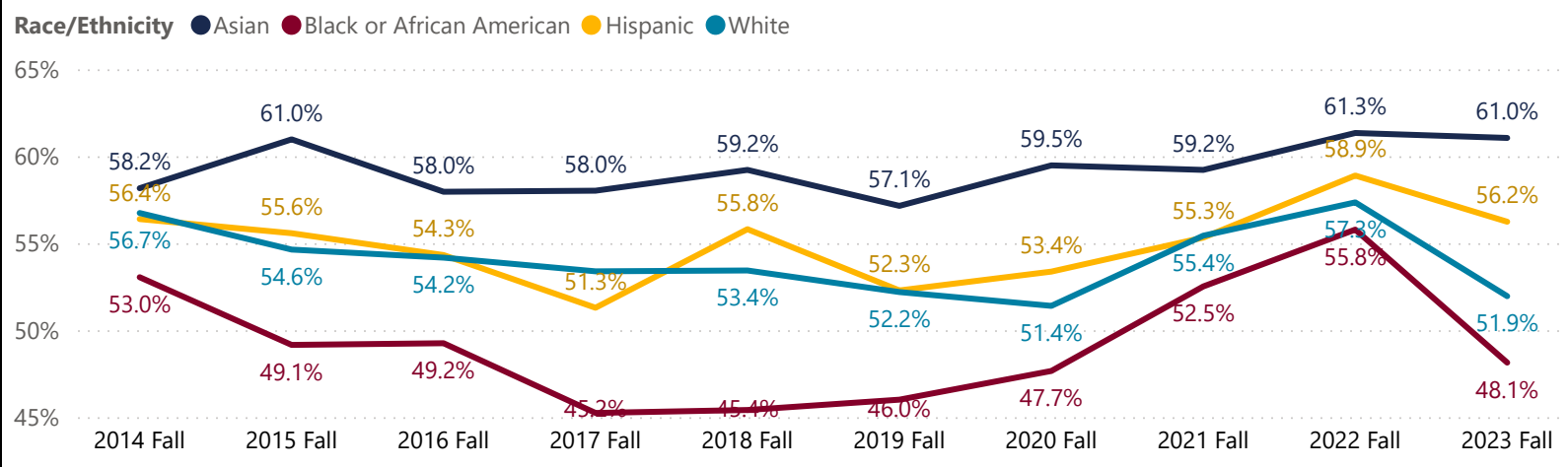
All Students



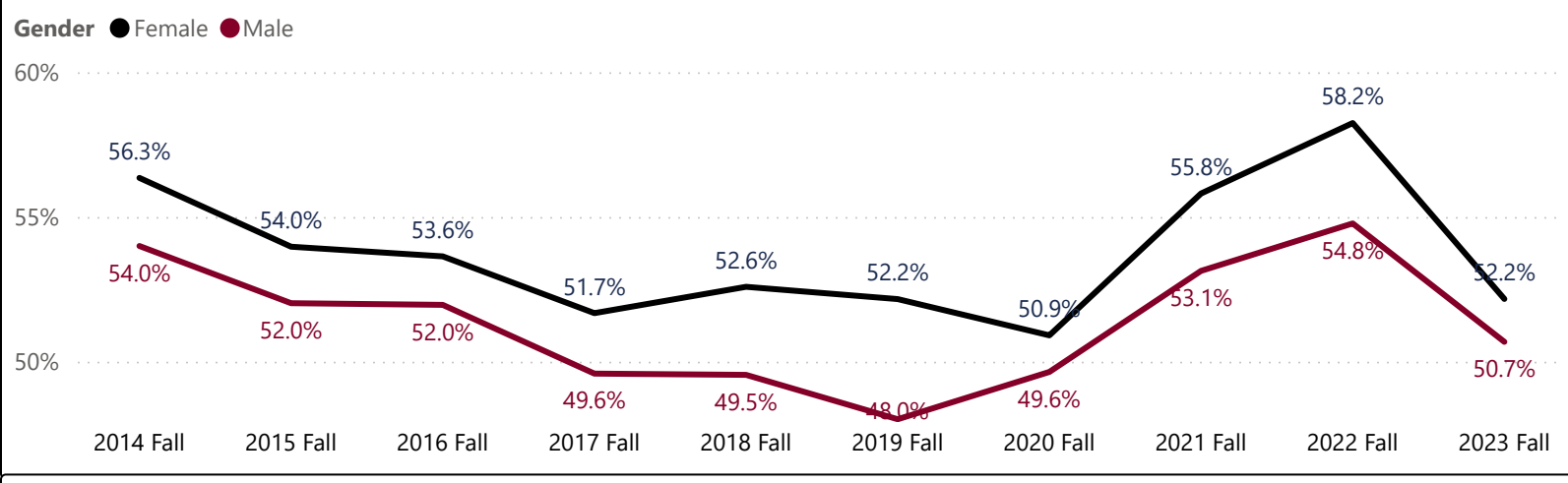
Enrollment Status



Race/Ethnicity



Gender



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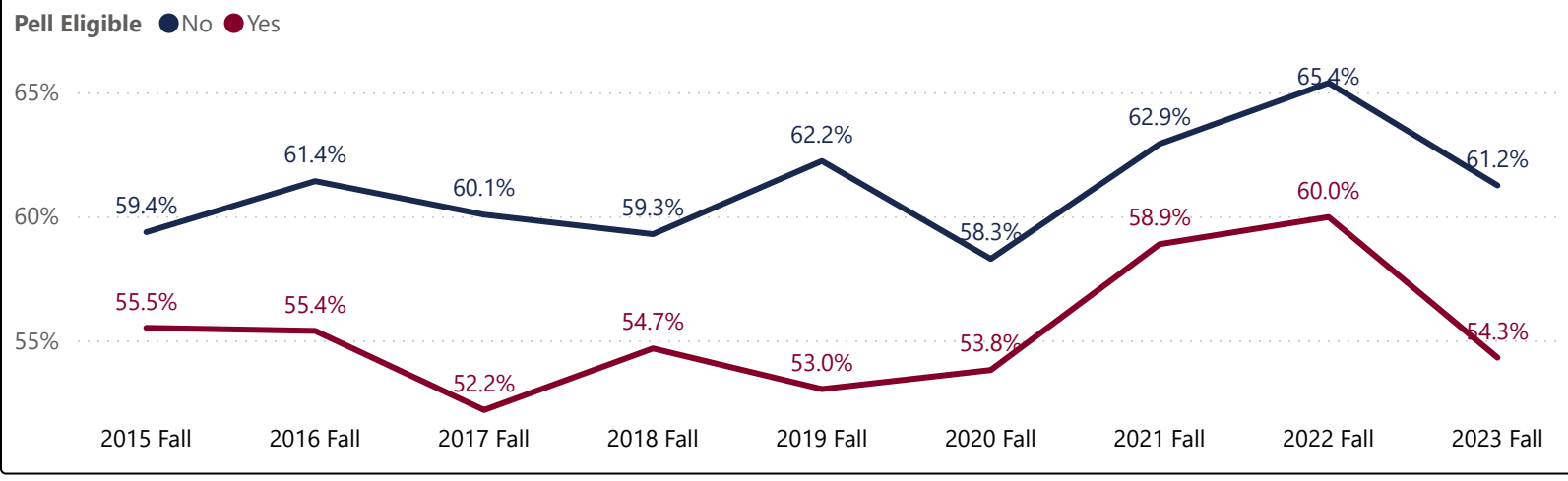
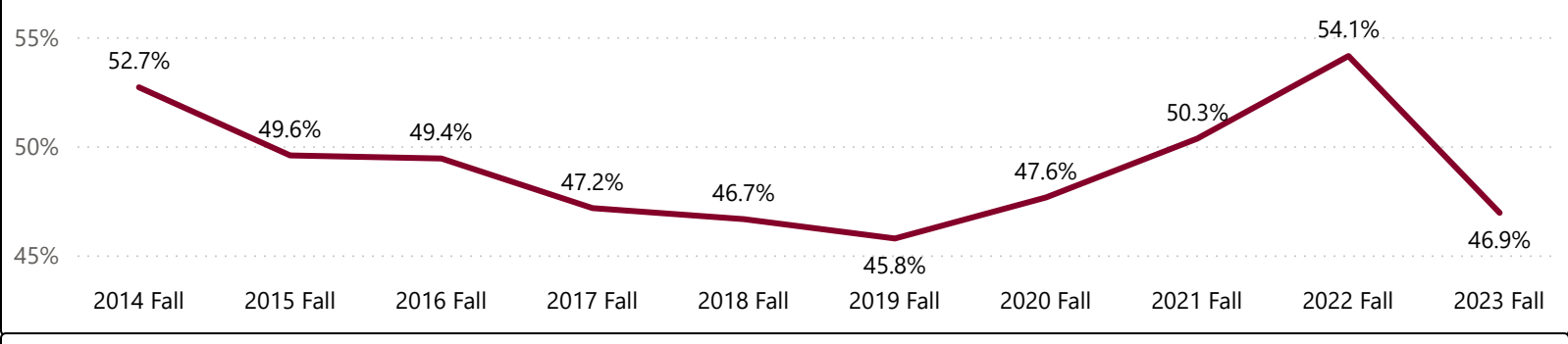


Source: Official CERS Open Student

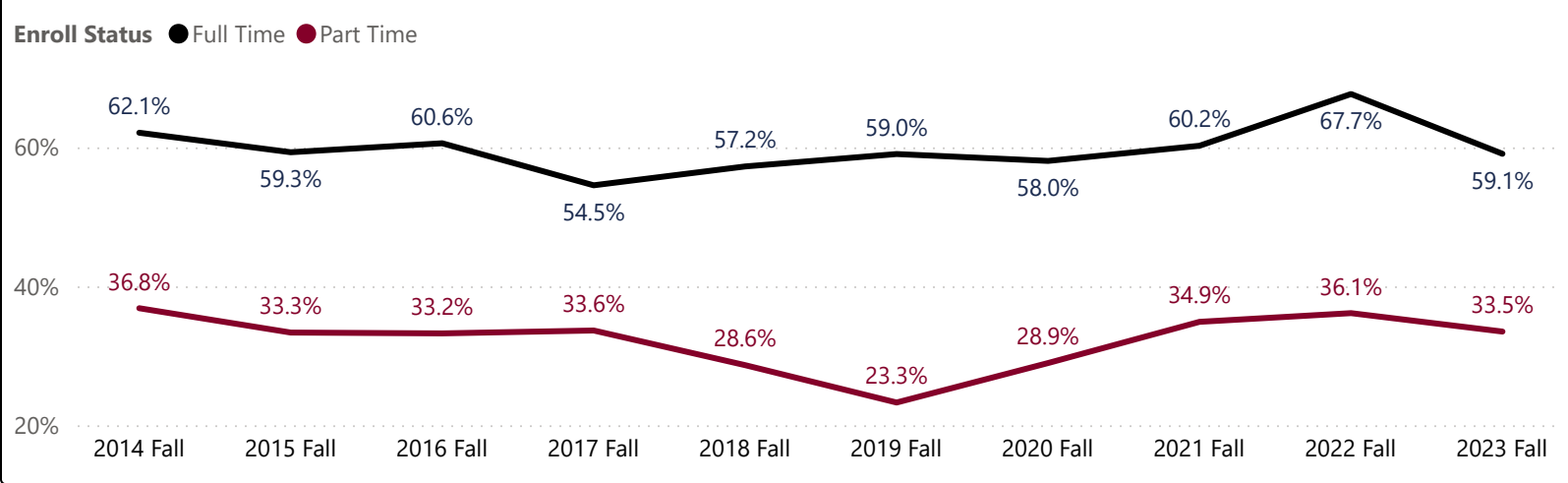
Trident Technical College

First-time Freshmen (FTF) Retention Rates
Fall-to-Fall Trends

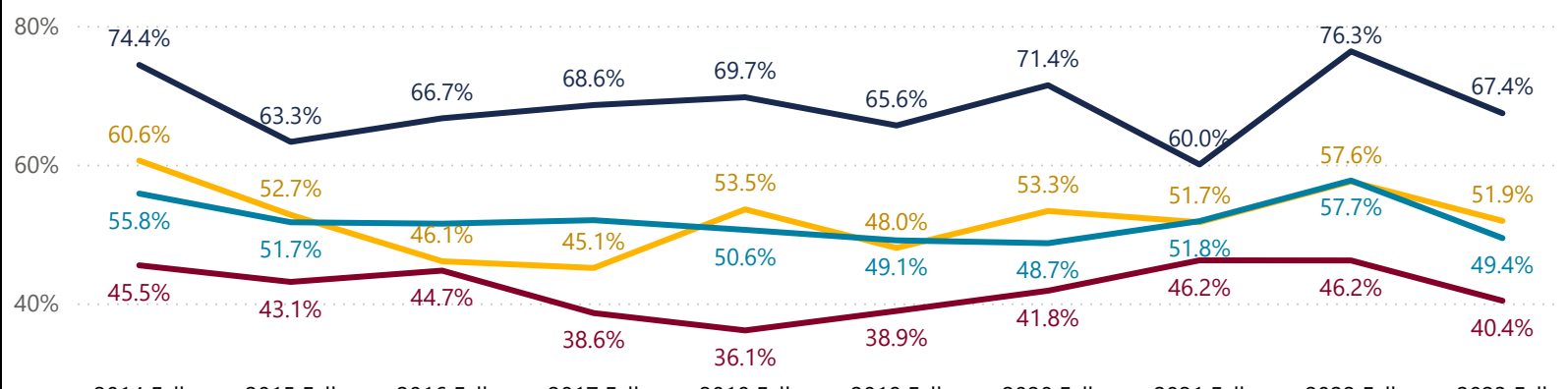
First-time Freshmen



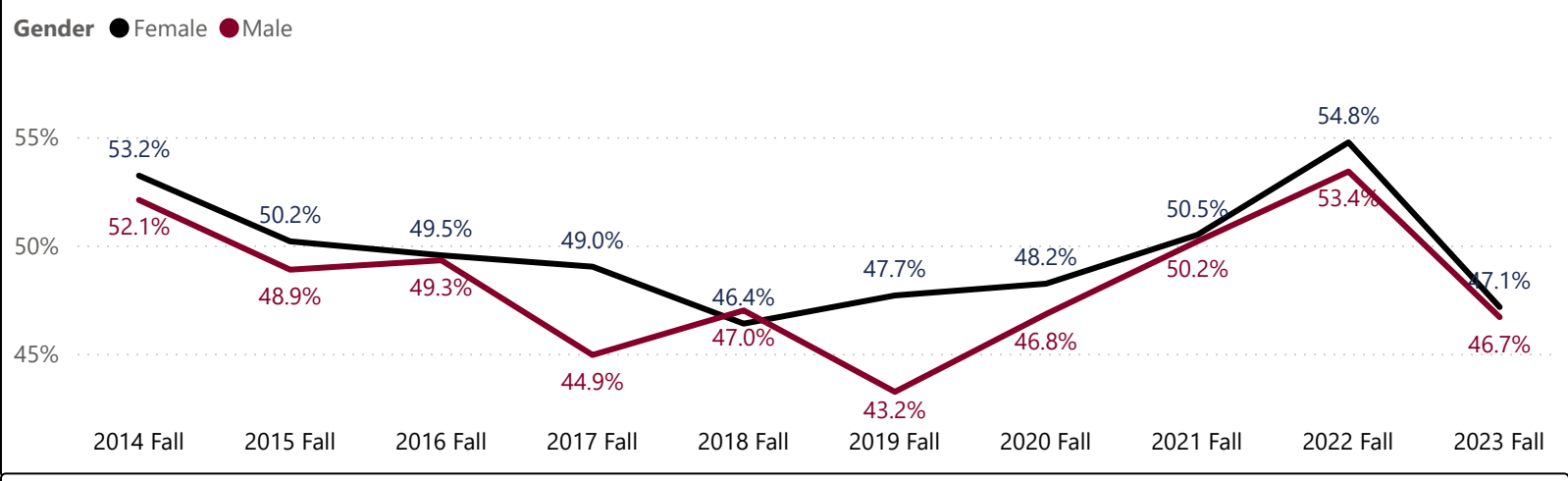
Enrollment Status



Race/Ethnicity



Gender



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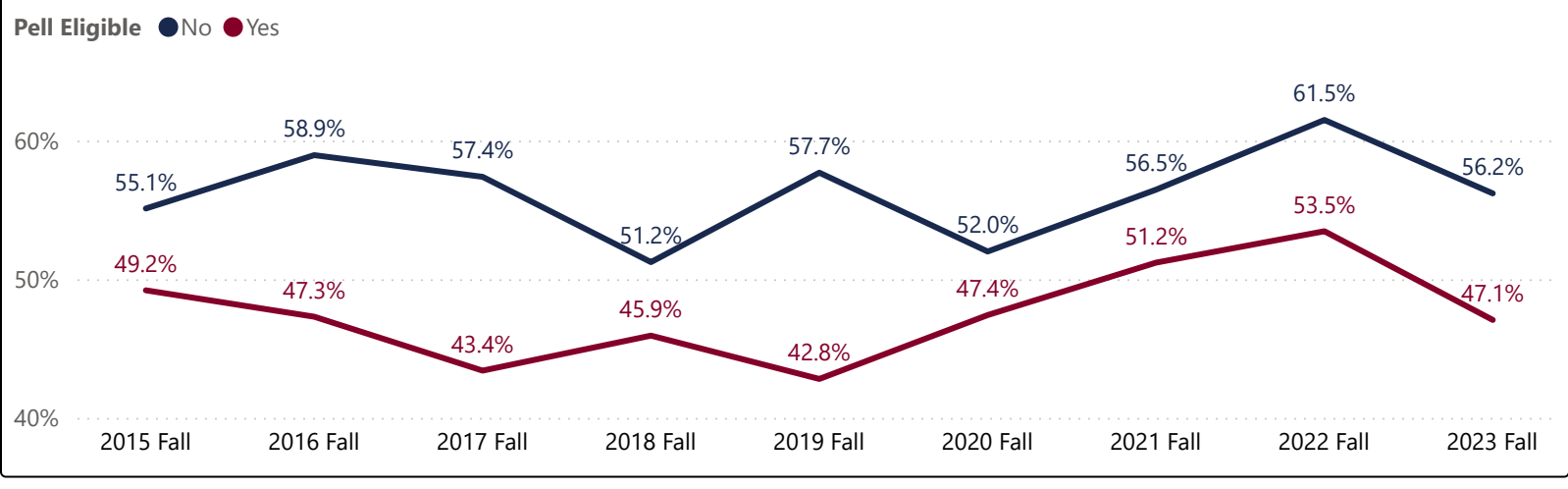
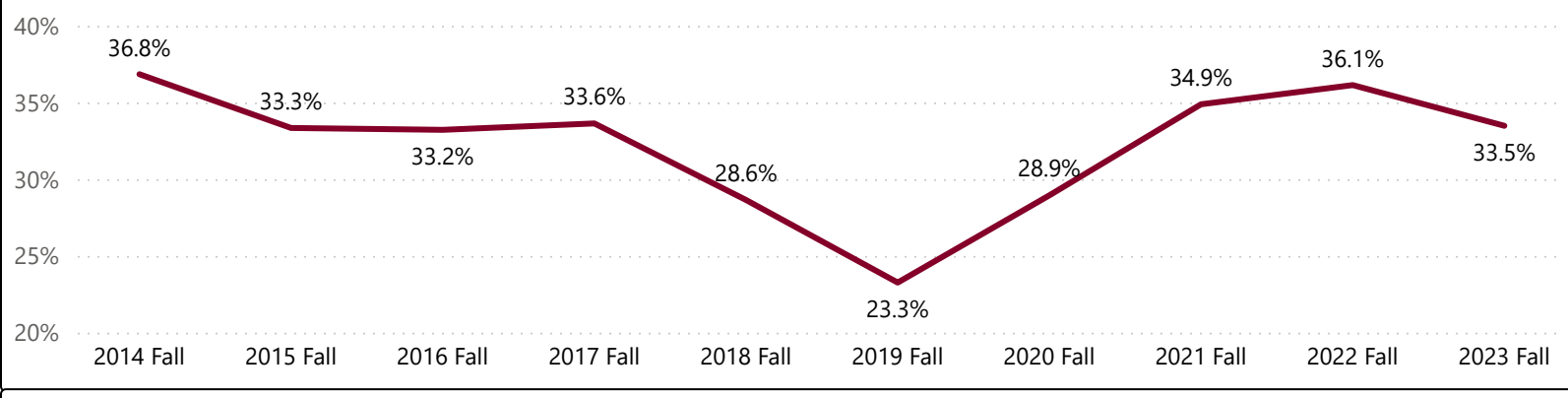


Source: Official CERS Open Student

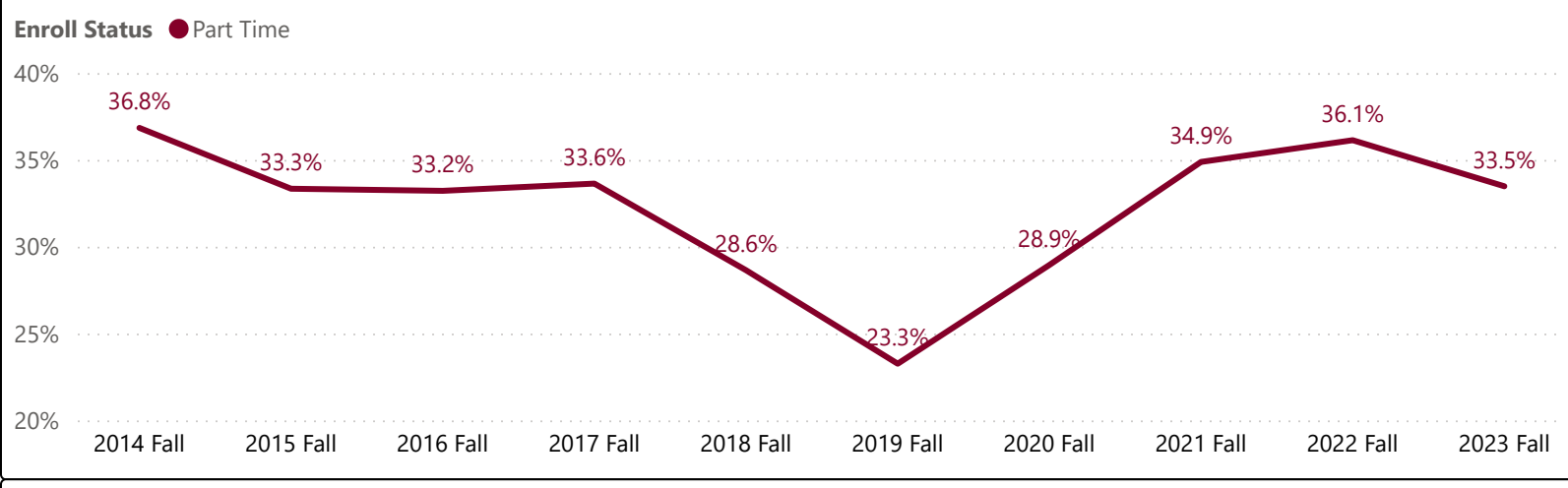
Trident Technical College

Part-time First-time Freshmen (PTFTF) Retention Rates Fall-to-Fall Trends

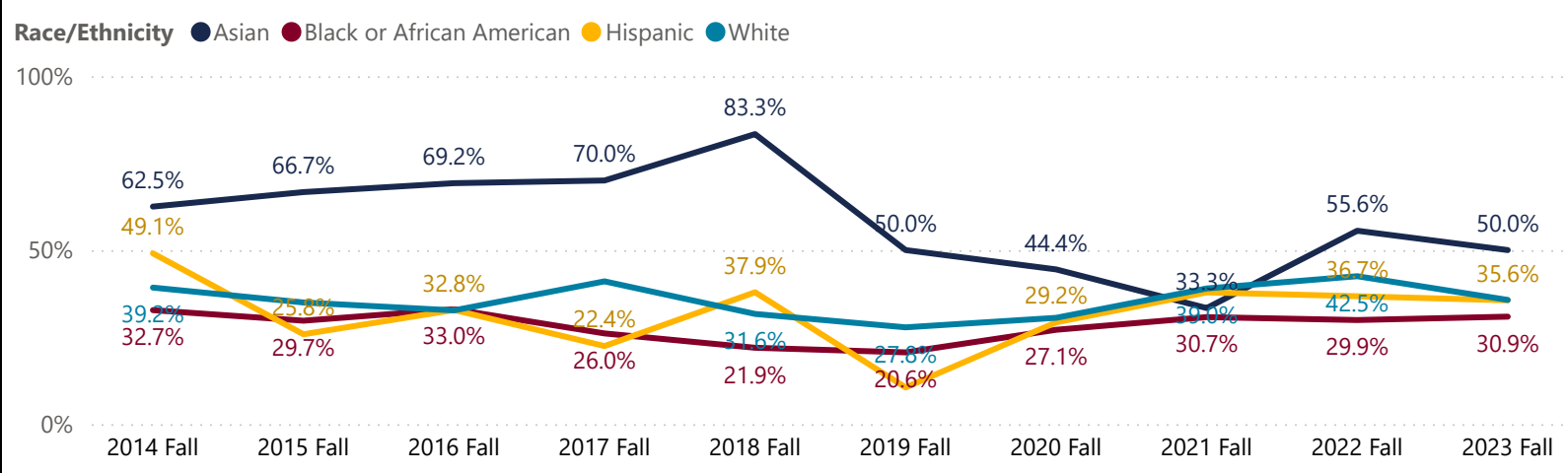
Part-time First-time Freshmen



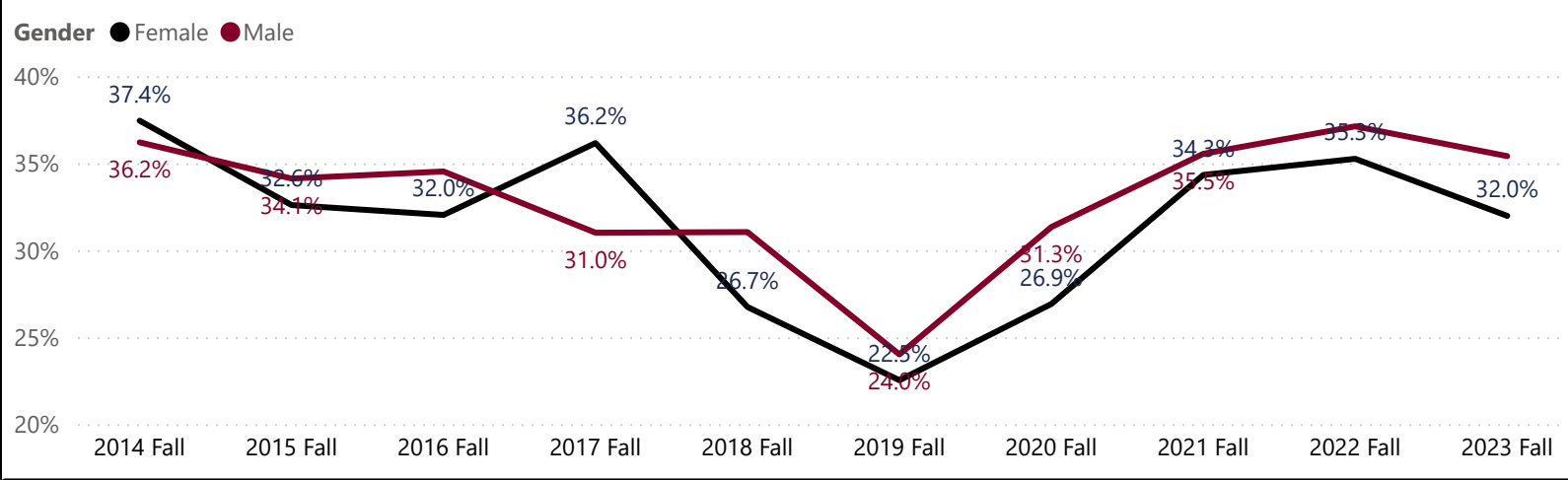
Enrollment Status



Race/Ethnicity



Gender



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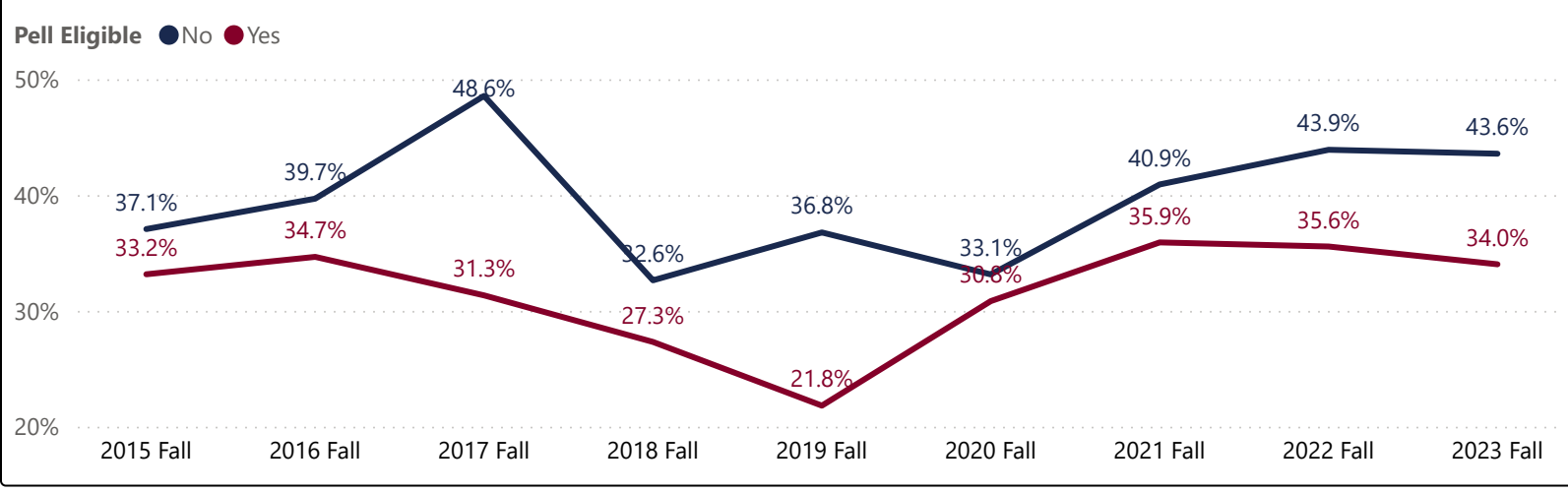


Source: Official CERS Open Student

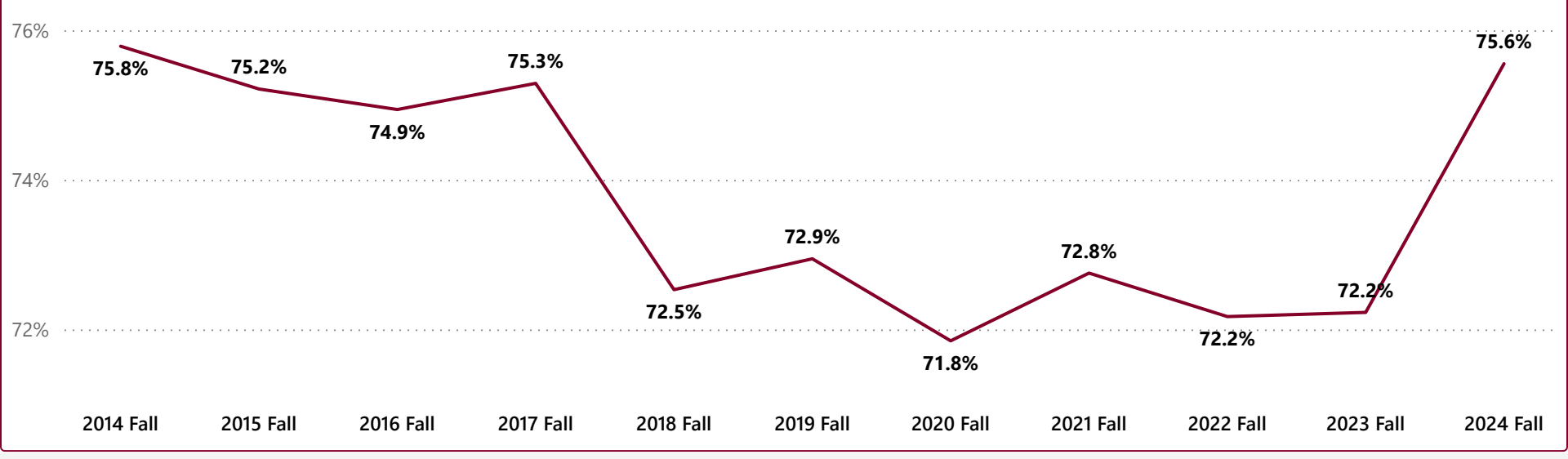
TRIDENT TECHNICAL COLLEGE

PLANNING AND ACCREDITATION

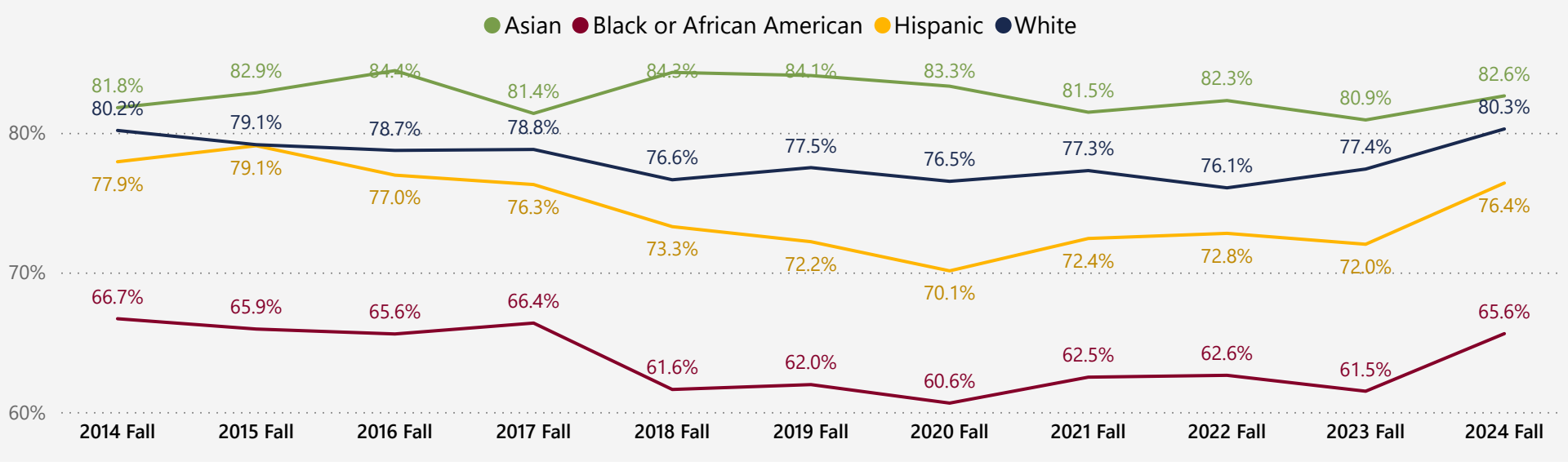
Institutional Research

Course Success Rates Trends

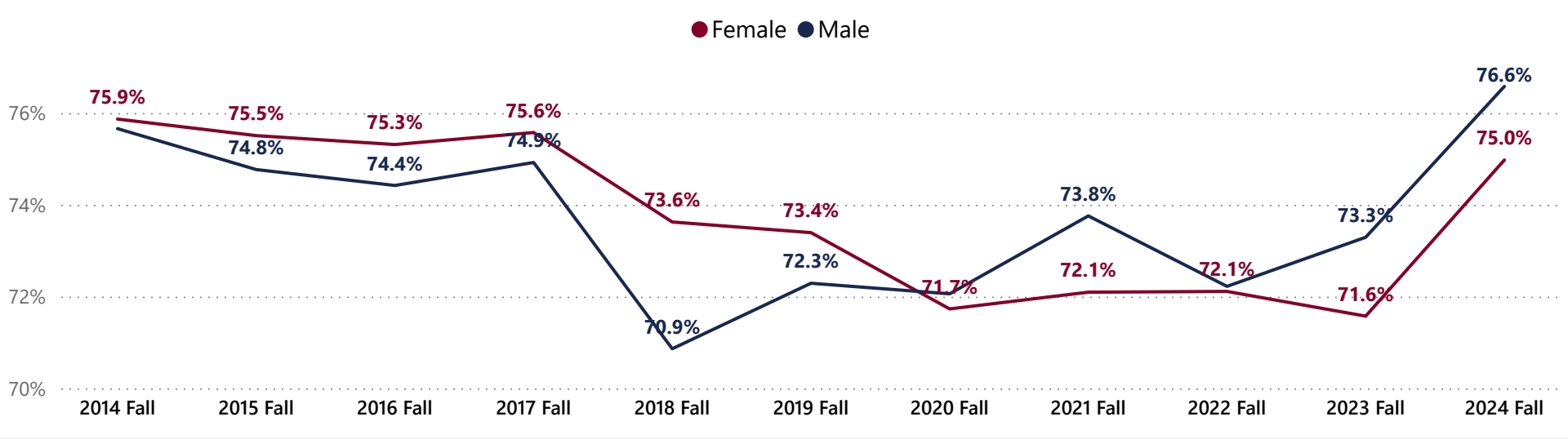
Overall Success Rates



Race/Ethnicity



Gender



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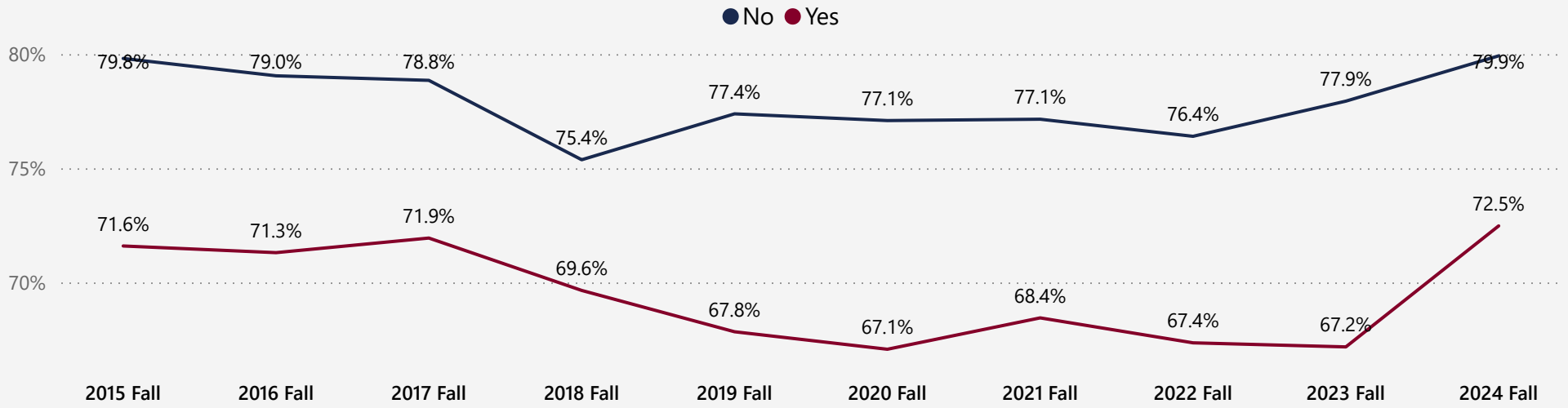
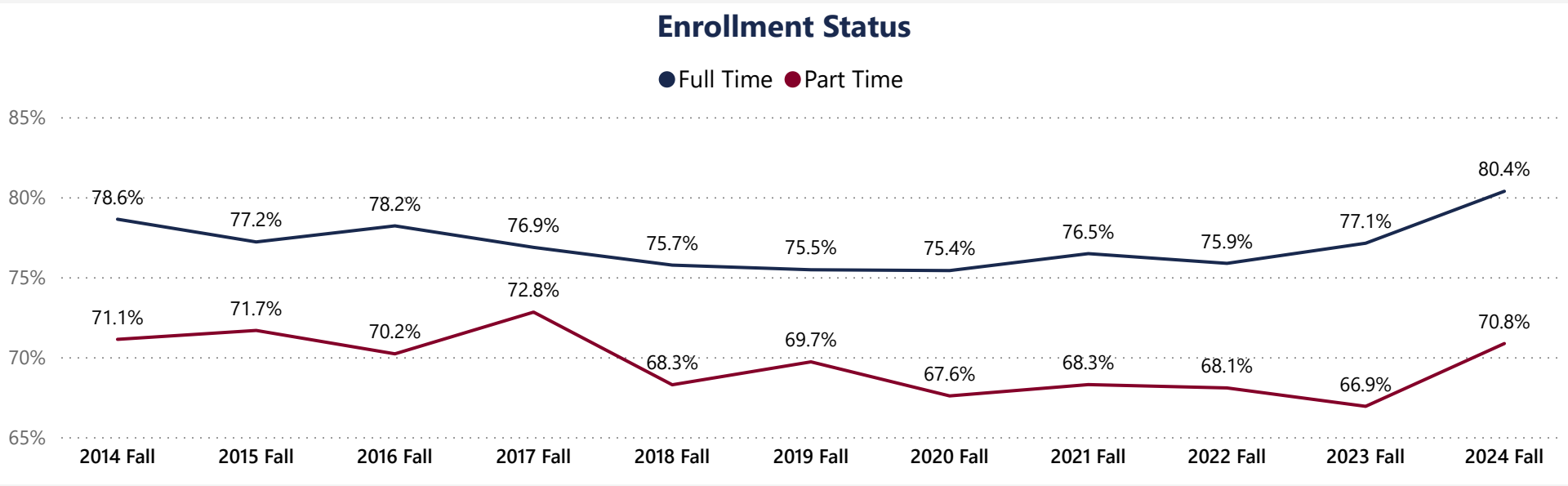
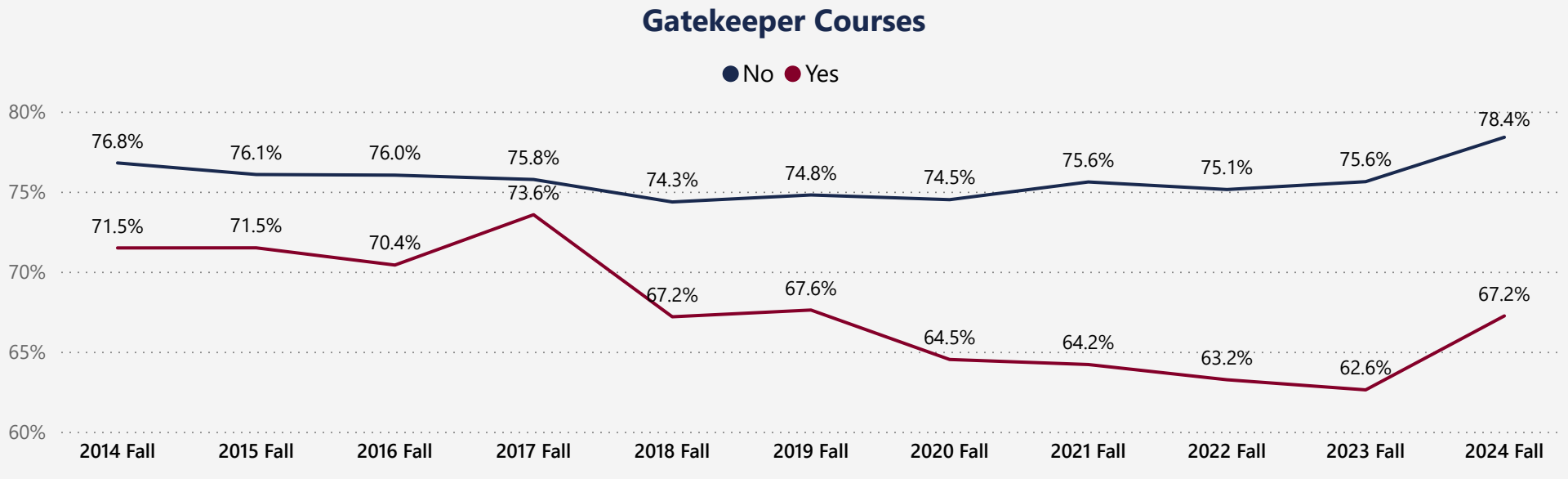


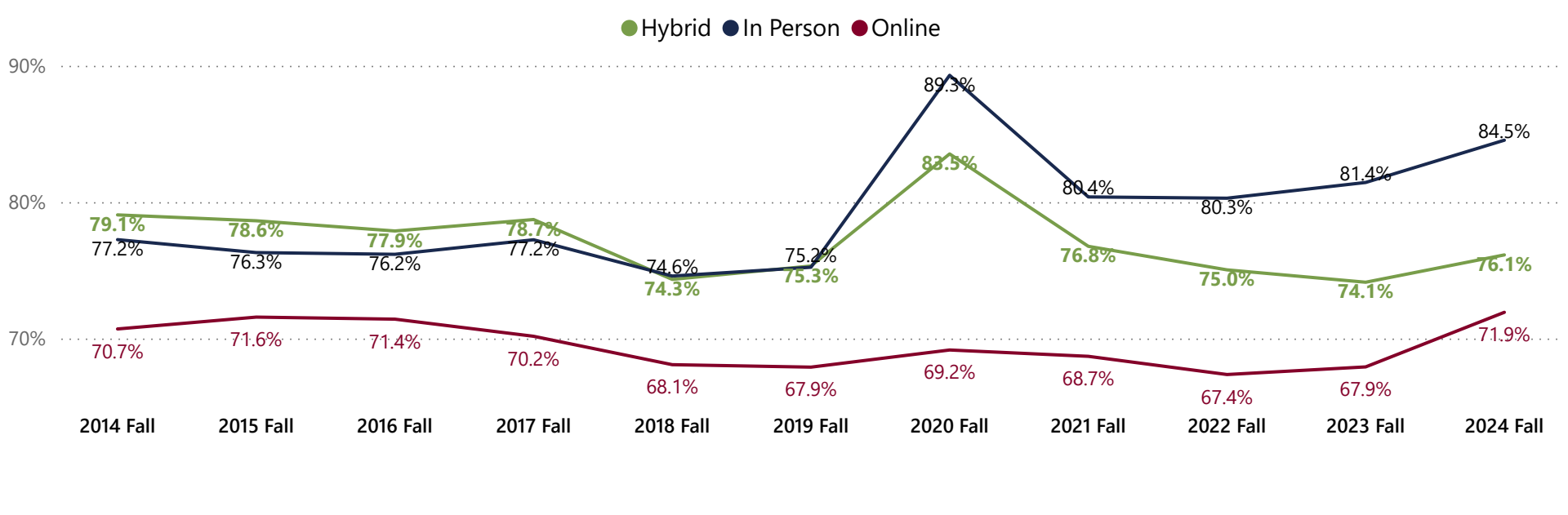
Enrollment Status



Gatekeeper Courses



Course Method



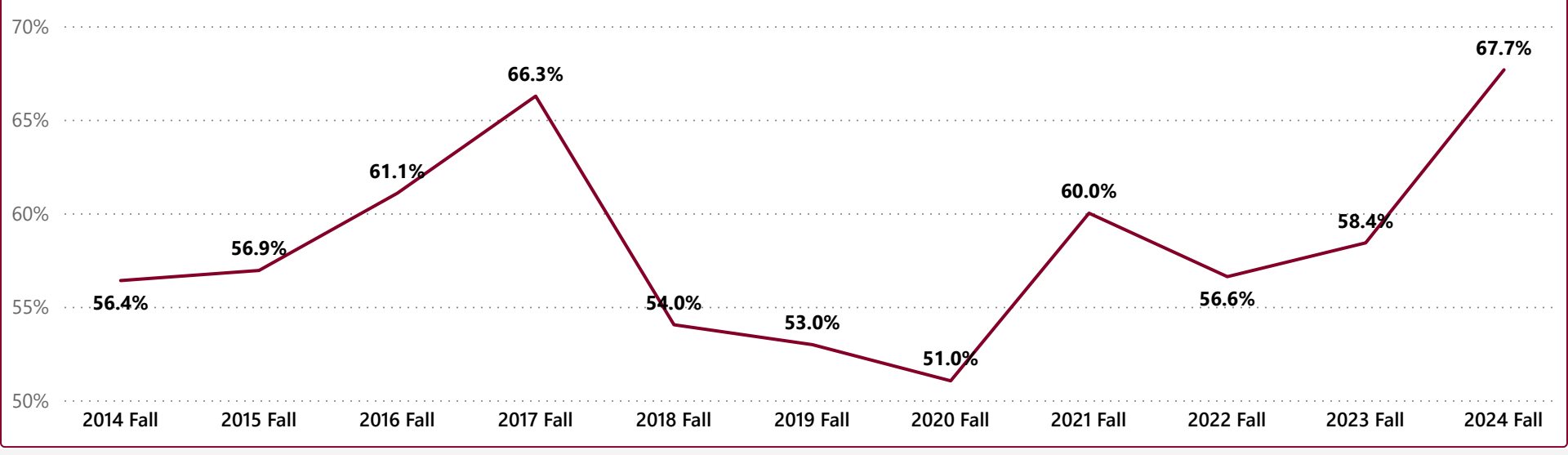
TRIDENT TECHNICAL COLLEGE

PLANNING AND ACCREDITATION

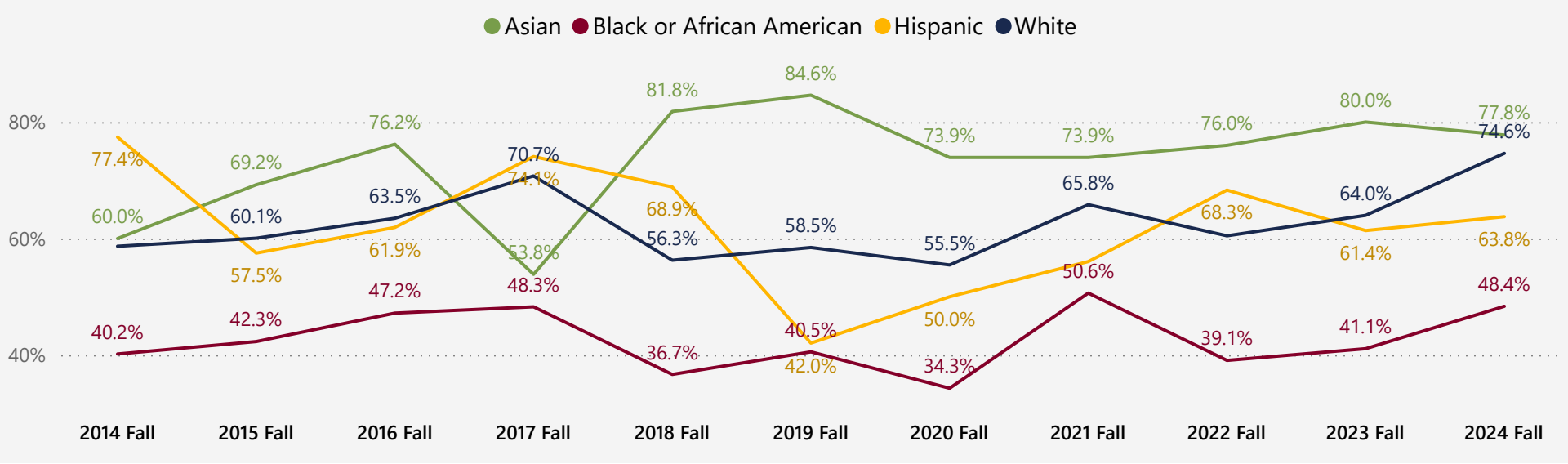
Institutional Research

MAT 110: College Algebra Success Rates Trends

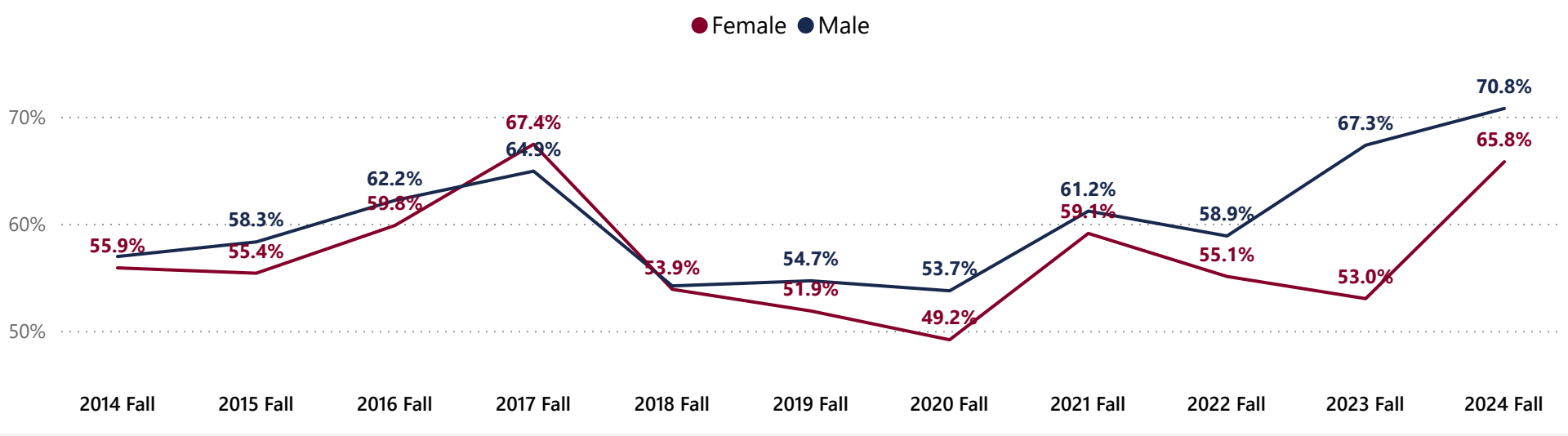
MAT 110 Success Rates



Race/Ethnicity



Gender



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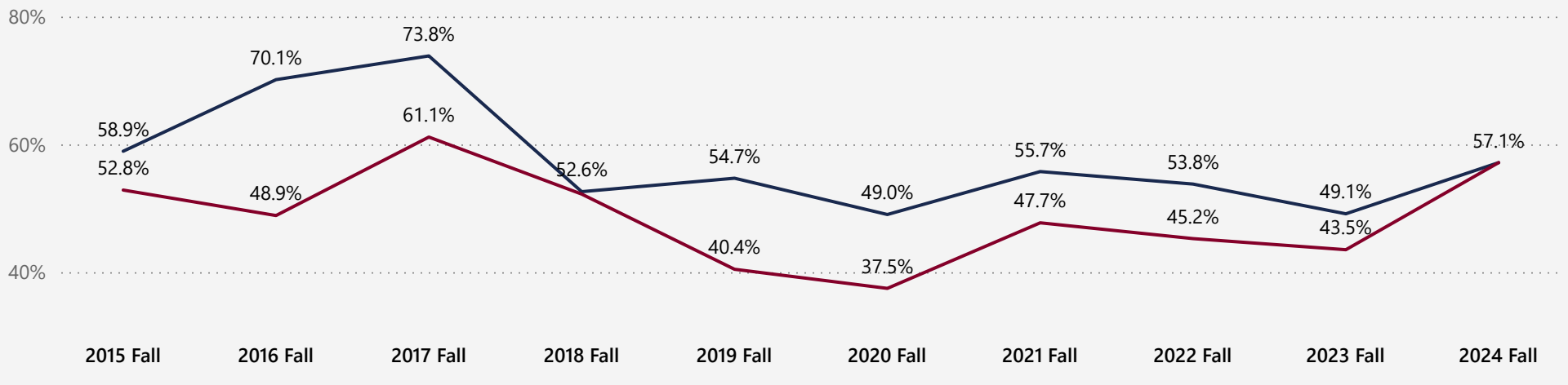
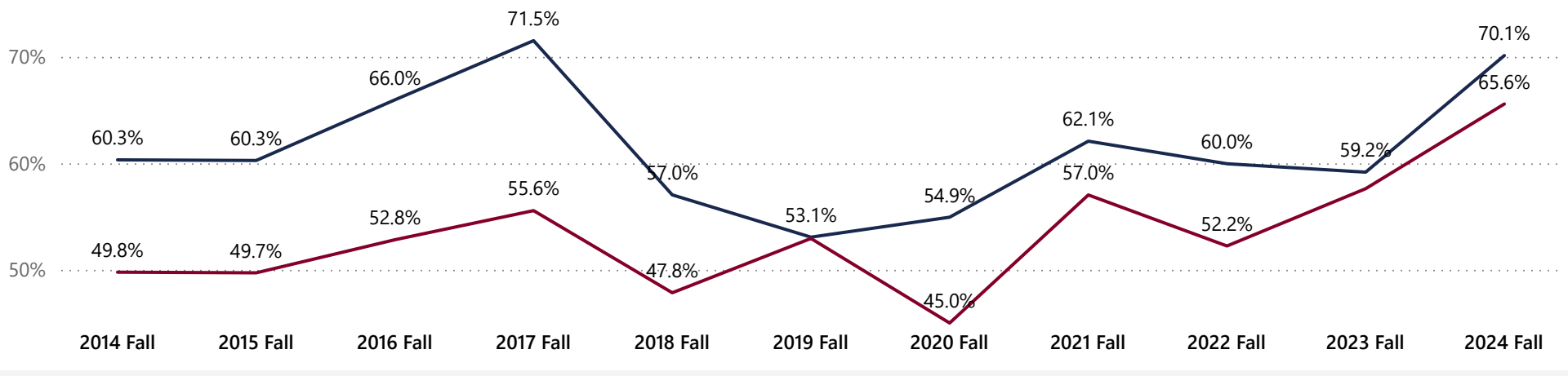
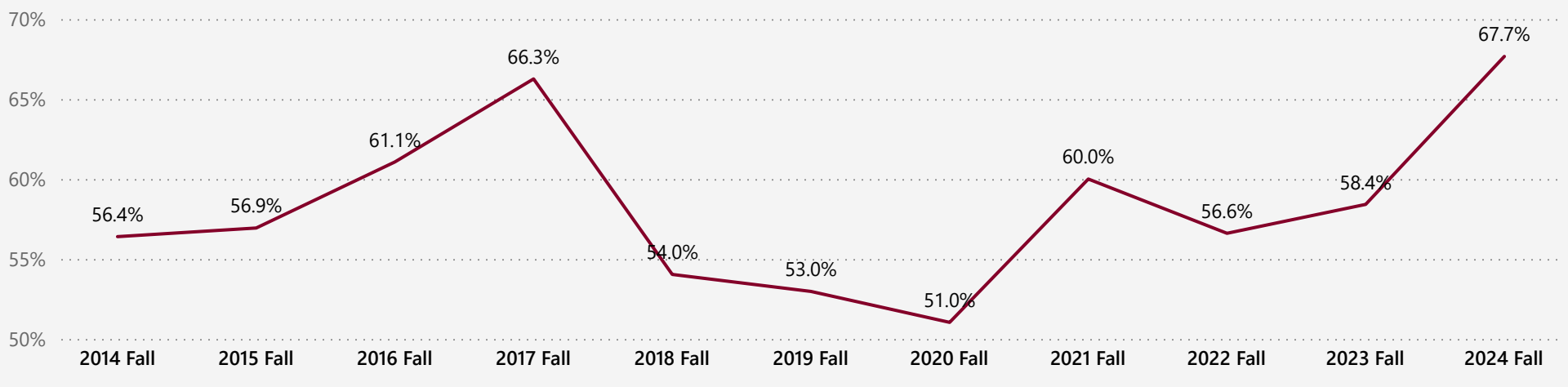


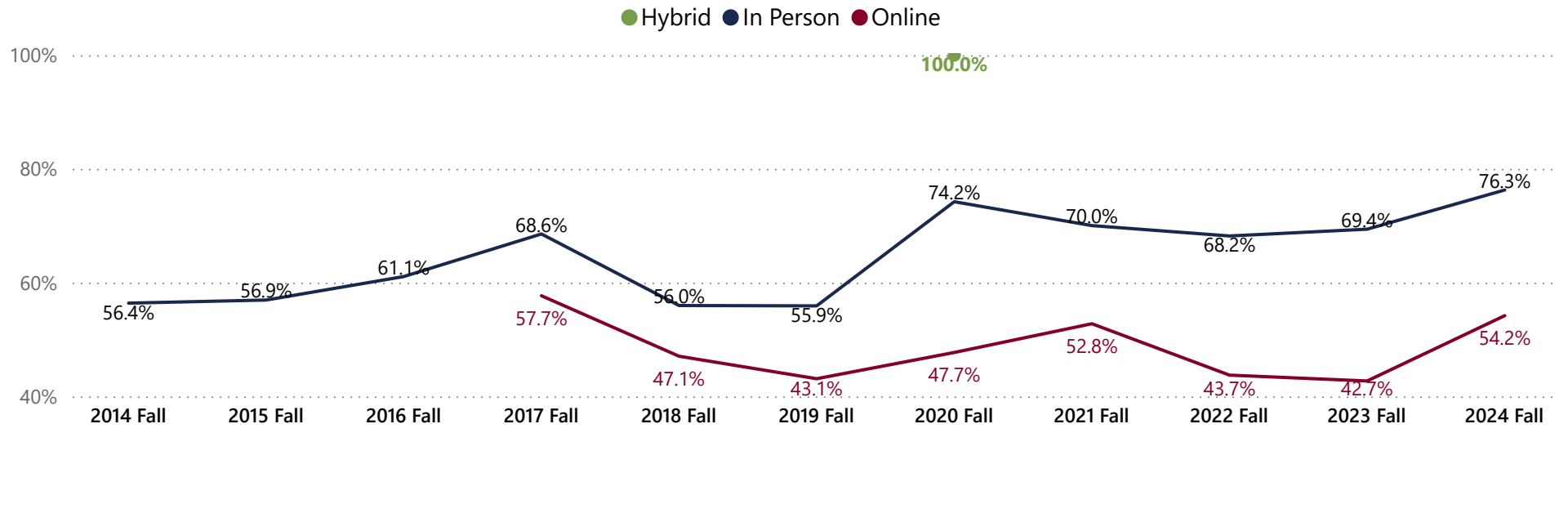
Enrollment Status



Gatekeeper Courses



Course Method



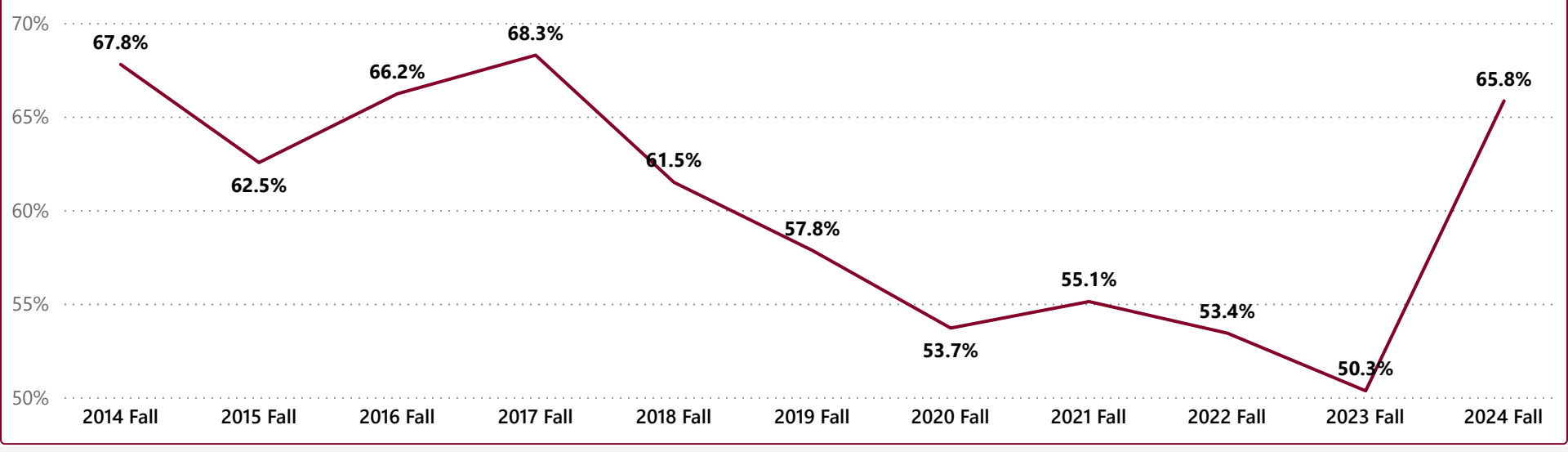
TRIDENT TECHNICAL COLLEGE

PLANNING AND ACCREDITATION

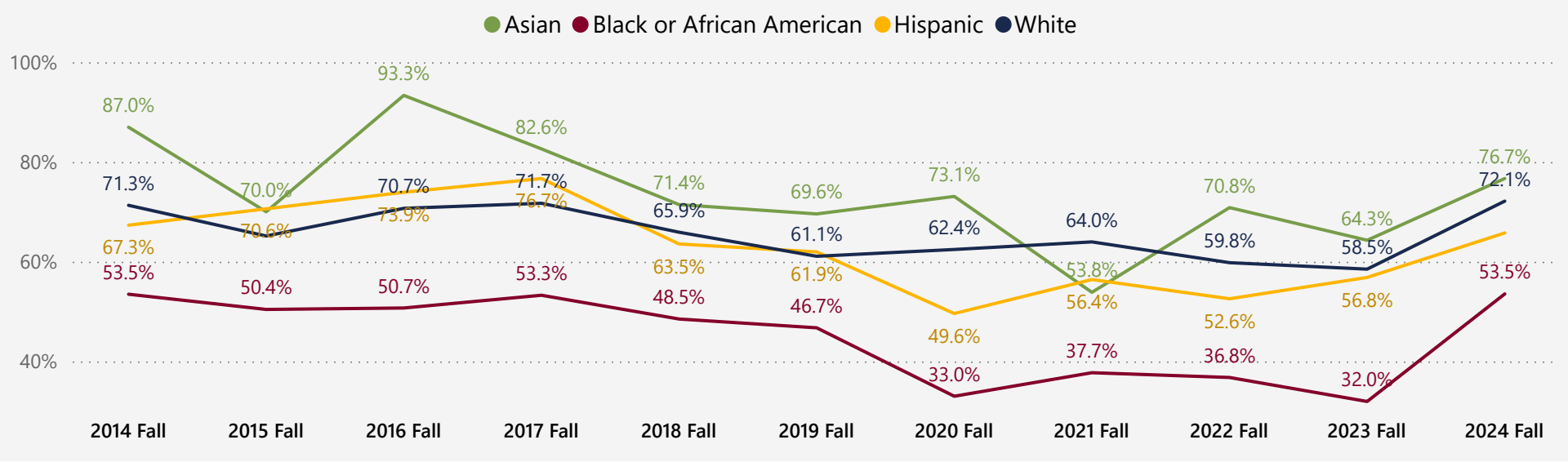
Institutional Research

MAT 120: Probability and Statistics
Course Success Rates Trends

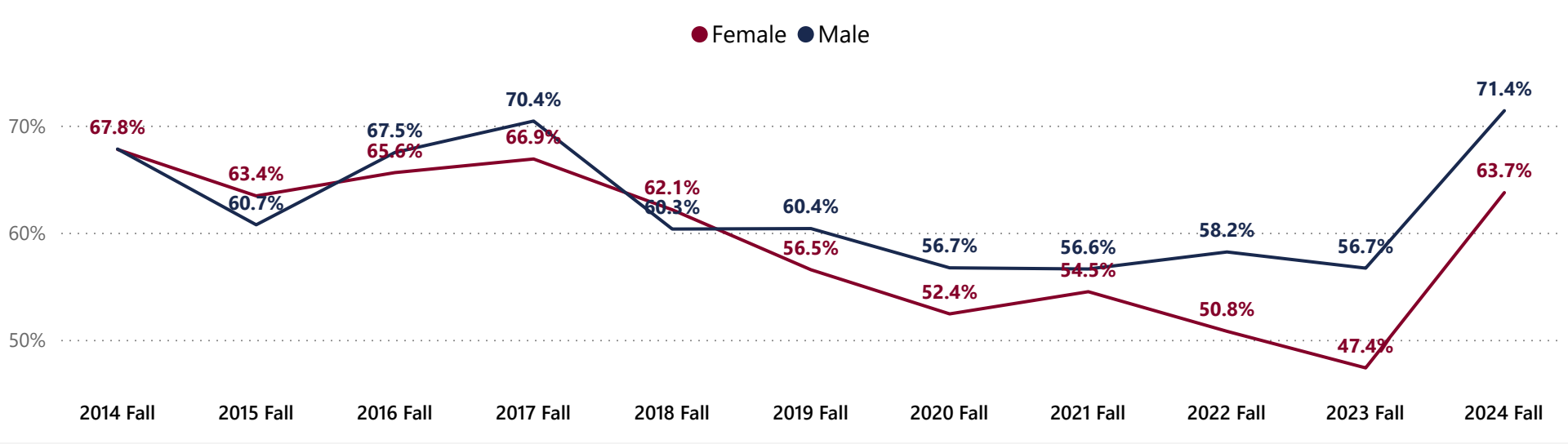
MAT 120 Success Rates



Race/Ethnicity



Gender



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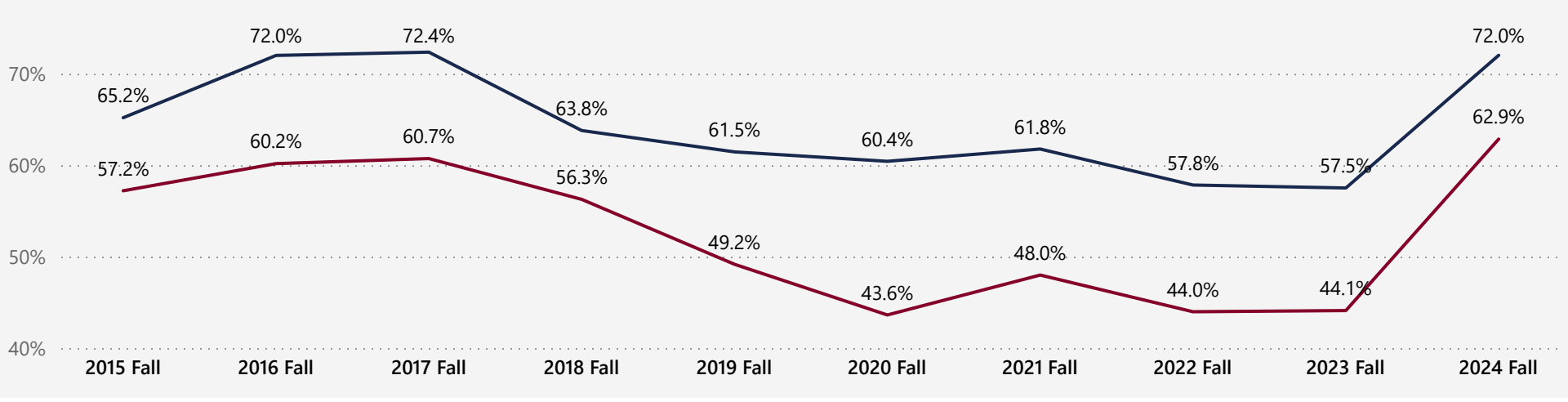
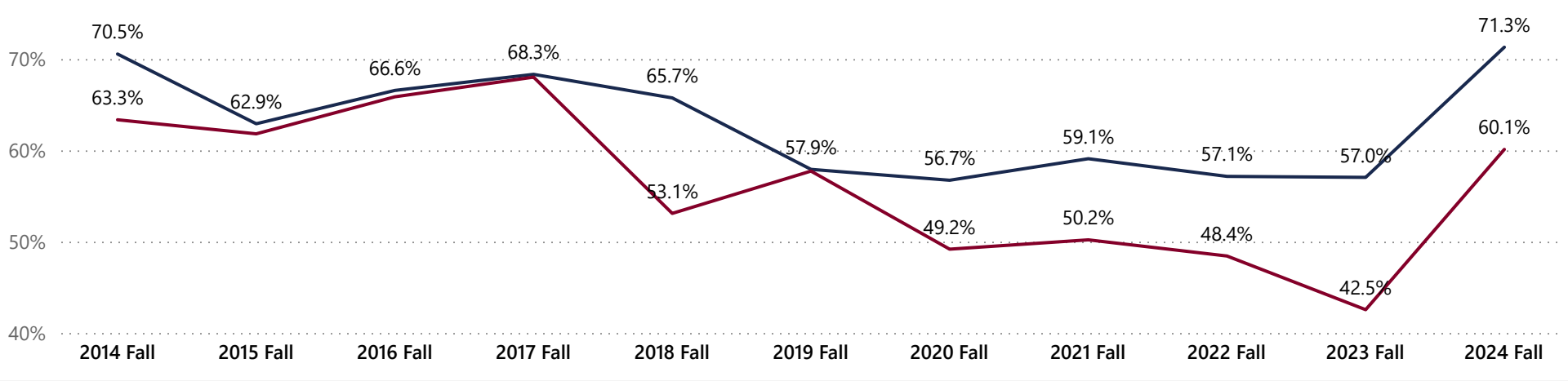
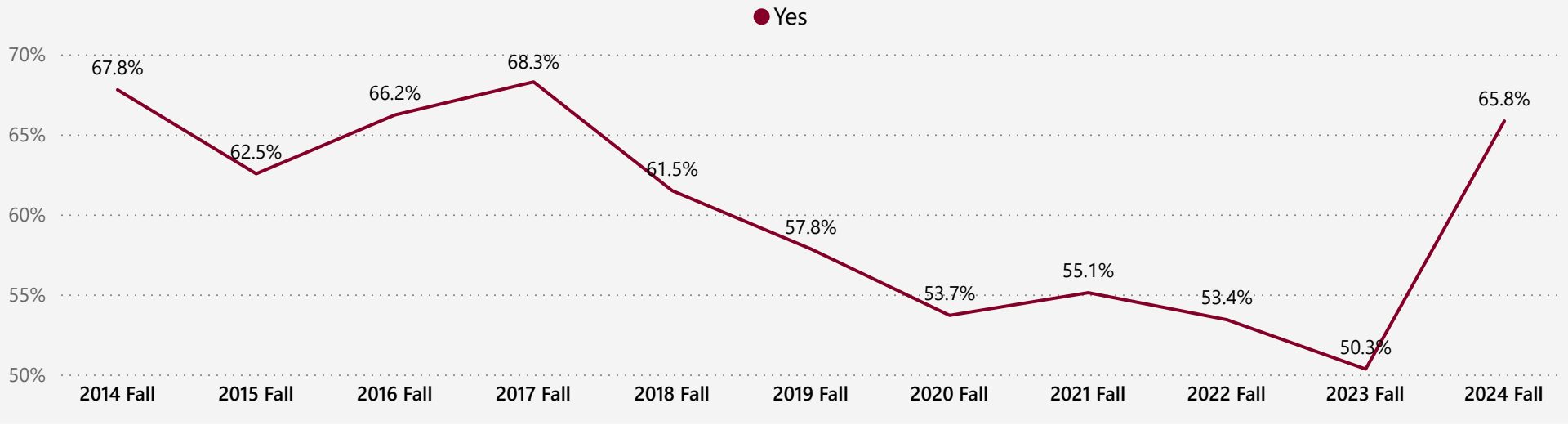


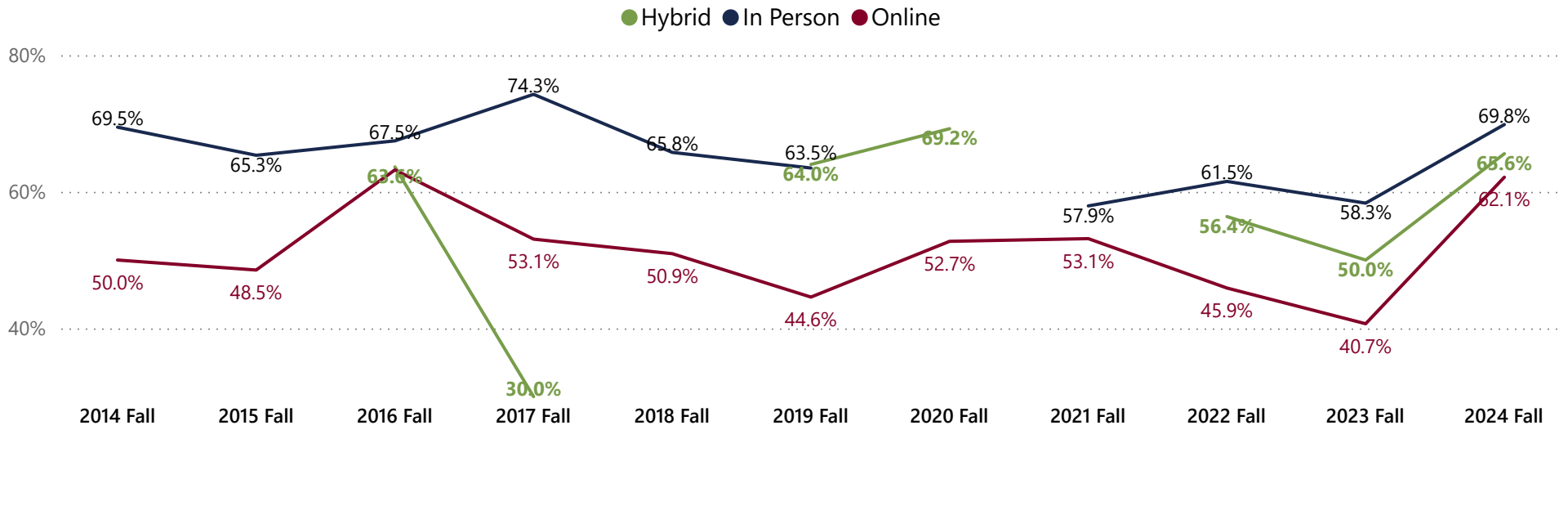
Enrollment Status



Gatekeeper Courses



Course Method



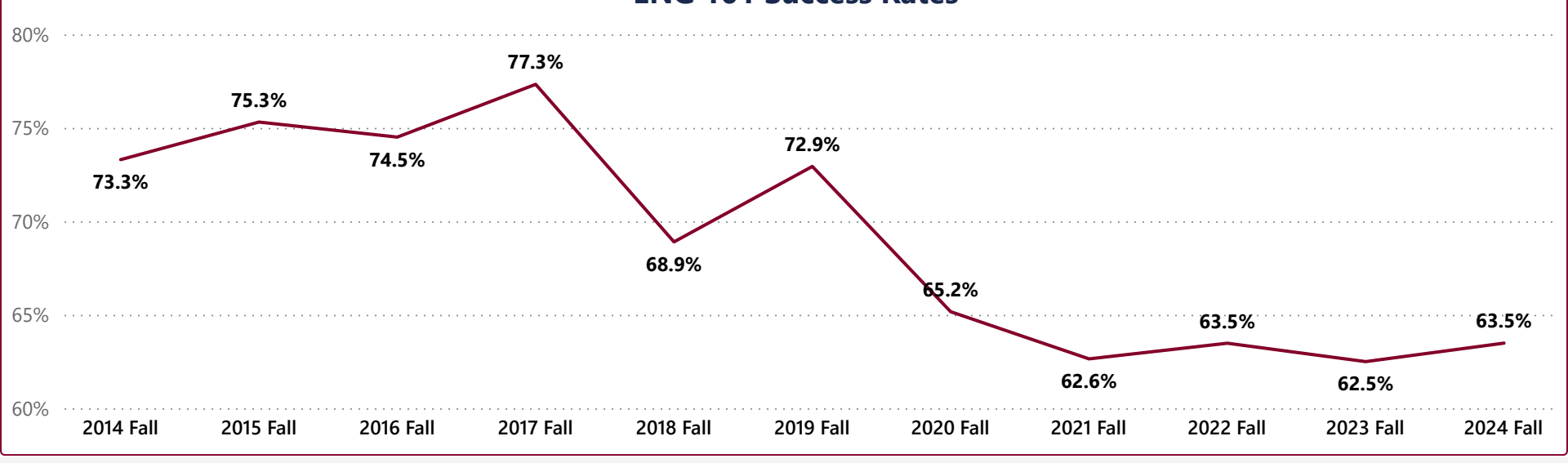
TRIDENT TECHNICAL COLLEGE

PLANNING AND ACCREDITATION

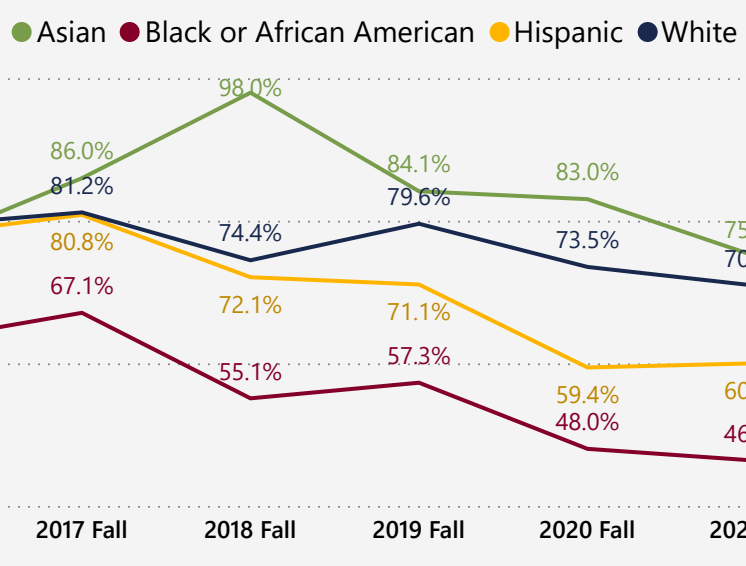
Institutional Research

ENG 101: English Composition I
Course Success Rates Trends

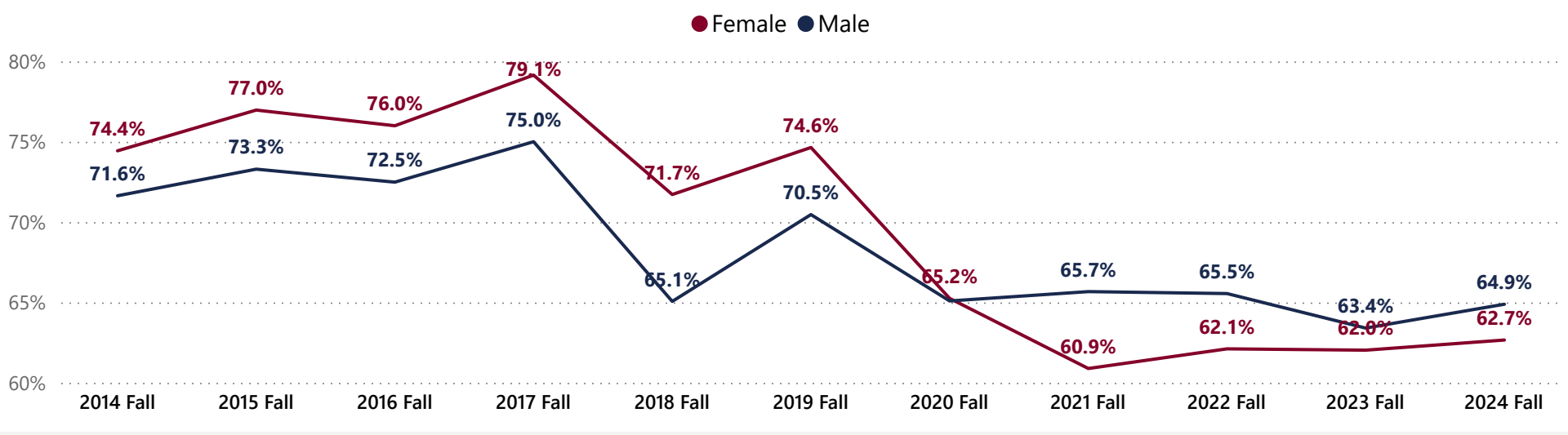
ENG 101 Success Rates



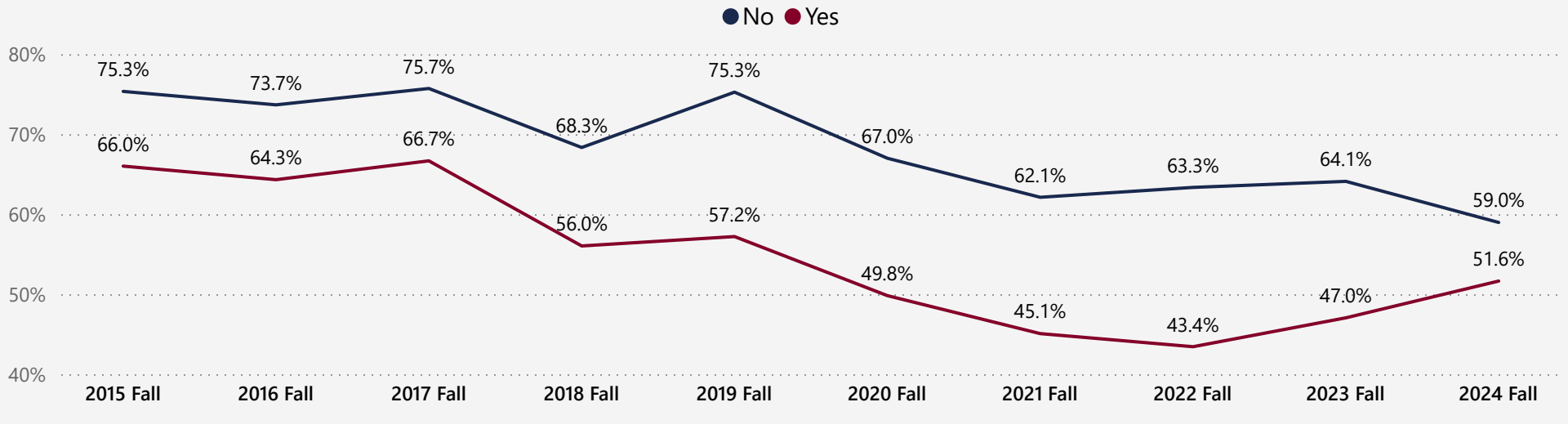
Race/Ethnicity



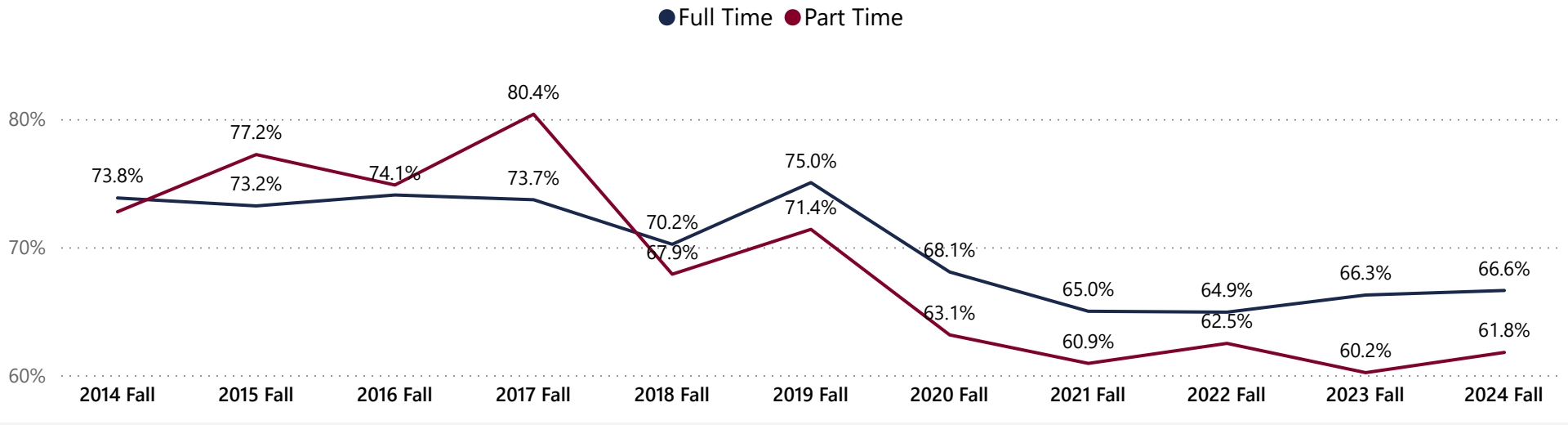
Gender



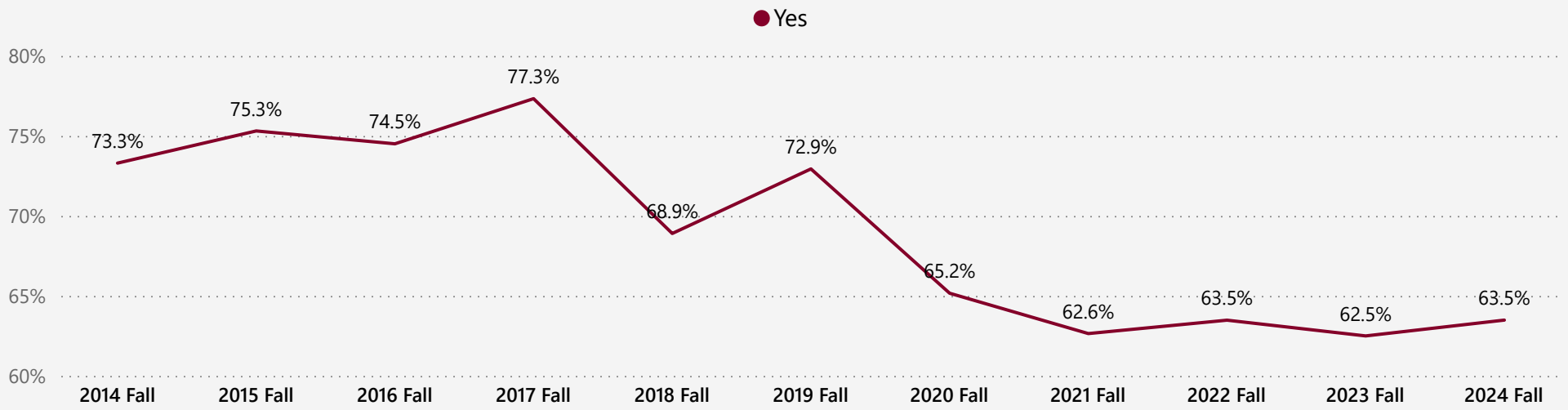
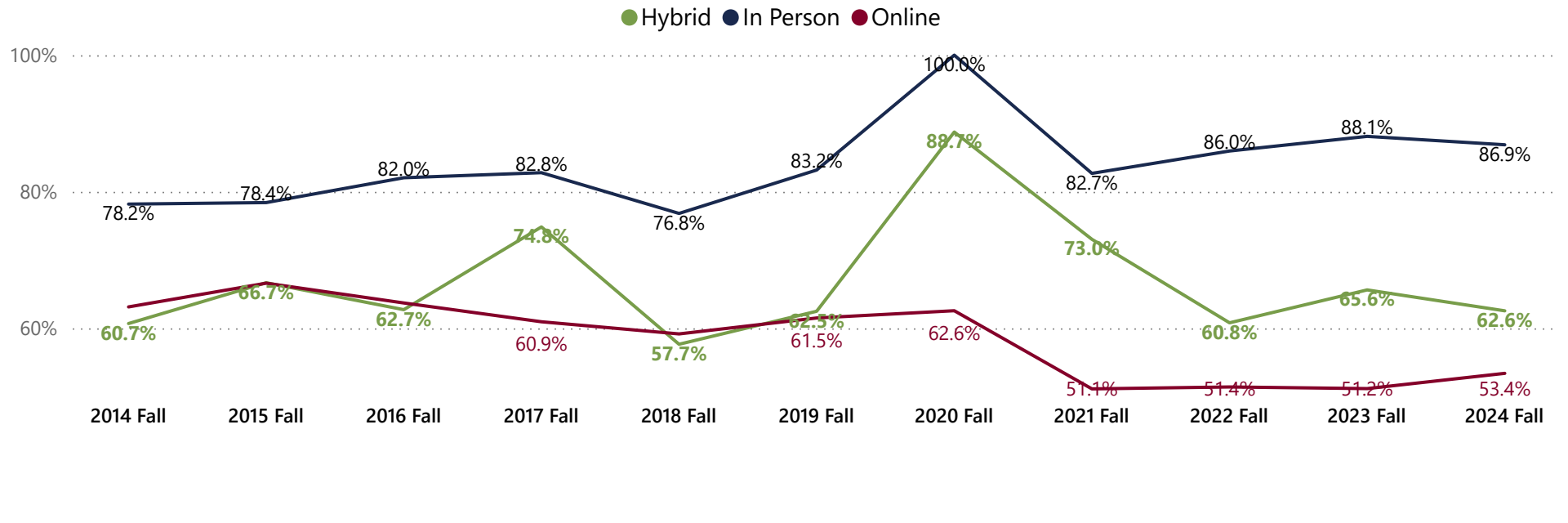
Pell Eligible



Enrollment Status



Gatekeeper Courses



Course Method