



## **BUILDING EXCELLENCE**

through Access,  
Equity and Success

**STRATEGIC PLAN 2018-2022**

**Cuyahoga  
Community  
College**



## **MISSION, VISION AND VALUES**

Cuyahoga Community College (Tri-C®) is committed to an educational mission for the benefit of the community. Along with the College's vision and values, the mission informs everything the institution undertakes and provides continuity throughout changing times and circumstances.

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### **MISSION**

To provide high-quality, accessible and affordable educational opportunities and services — including university transfer, technical and lifelong learning programs — that promote individual development and improve the overall quality of life in a multicultural community.

### **VISION**

Cuyahoga Community College will be recognized as an exemplary teaching and learning community that fosters service and student success. The College will be a valued resource and leader in academic quality, cultural enrichment and economic development characterized by continuous improvement, innovation and community responsiveness.

### **VALUES**

To successfully fulfill the mission and vision, Cuyahoga Community College is consciously committed to diversity, integrity, academic excellence and the achievement of individual and institutional goals. We are dedicated to building trust, respect and confidence among our colleagues, students and the community.

## FOUNDATIONAL PRINCIPLES

As central elements of the Tri-C Mission, three foundational principles permeate every aspect of the College. These principles inform all of the institution's strategic priorities and are the responsibility of everyone at the College.

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### ACCESS

Founded in 1963 as part of the growing community college movement, Tri-C has been committed to student access since the day the doors first opened to more than 3,000 prospective students on E. 14th Street in downtown Cleveland. The College has steadfastly maintained an open access admission policy, breaking down barriers for students from all backgrounds. Today, the College's focus remains on students and their specific goals — to join the workforce, transfer to a four-year institution or gain the knowledge required for the next step in life's journey.

### EQUITY

Tri-C is committed to the concept of inclusive excellence — equipping all students to be successful and ensuring that the College reflects the communities it serves in its student body, employees and operations. Tri-C recognizes that while students may receive similar access to education, they have not all achieved the same level of success, particularly in degree attainment. The College recognizes the differences among students and continues to identify opportunities to promote equity and support every student's success.

### SUCCESS

While Tri-C has historically emphasized equitable access to higher education, it is only relatively recently that the institution — like many large, urban colleges — has taken a hard look at students' success toward their educational goals. Tri-C made dramatic strides under its previous strategic plan, increasing the College's official graduation rate by nearly 300 percent from 2010 to 2017 and marking significant gains in retention and in the number of degrees and certificates awarded each year, among other key metrics. Not willing to rest on its laurels, however, the College recognizes that there is still substantial room for growth. Tri-C remains committed to involving every area of the institution in providing the tools students need to achieve their goals.



## LETTER FROM THE PRESIDENT AND BOARD CHAIR

For more than 50 years, Cuyahoga Community College (Tri-C®) has provided high-quality, accessible and affordable education opportunities to our community. As the education and workforce needs of Northeast Ohio have evolved and changed, Tri-C faculty and staff have continually provided innovative and adaptive programming and educational options to not only ensure that our students succeed, but that Greater Cleveland continues to grow and thrive.

To build upon this tradition of excellence, the Tri-C community has created a new four-year strategic plan rooted in the foundational concepts of access, equity and success.

- Tri-C's commitment to access extends beyond opening the door to all students; it also means the College will identify and remove barriers to student success, whether personal, financial or educational.
- Similarly, Tri-C's dedication to equity means the College reflects the community it serves while ensuring that every student reaches the same level of success.
- Finally, Tri-C recognizes that student success is not measured solely through degrees and certificates awarded; it also encompasses our responsibility to provide students with the knowledge and skills to succeed when they leave Tri-C, whether to enter the workforce or transfer to a four-year institution.

Using these concepts as its foundation, the strategic plan aligns Tri-C's institutional goals around five focus areas: affordability, brand and image, community, student experience, and workforce. Each of these areas is essential to the College's continued success and directly impacts our students and community.

Through this new strategic plan, the College will continue to build on its previous successes to promote excellence and fulfill its promise to Northeast Ohio that Tri-C is where futures begin.



**Alex Johnson, Ph.D.**  
President  
Cuyahoga Community College



**Andrew E. Randall**  
Chair, Board of Trustees  
Cuyahoga Community College

## LETTER FROM THE STEERING COMMITTEE

The College-wide Strategic Planning Steering Committee is pleased to present the 2018-2022 Cuyahoga Community College Strategic Plan to our students, staff, faculty and community.

Last spring, more than 1,800 individuals participated in the strategic planning process, providing input and insight on Tri-C's new strategic focus areas through surveys, focus groups, appreciative inquiry activities and community outreach. The result of this work is the College's next four-year strategic plan, designed to continue to build excellence through access, equity and success.

The committee would like to thank all of the students, staff, faculty and community members who gave their time and expertise to contribute to the creation of this strategic plan. Your participation and feedback were invaluable to the strategic planning process and truly formed the foundation for this plan. We look forward to continuing to work with you as we move forward in implementing the plan to promote excellence and success for our students and community.

### Committee Chairs

**William Gary Sr.**

Executive Vice President  
Workforce, Community and Economic  
Development

**Dave Kuntz**

Executive Vice President/Treasurer  
Administration and Finance

**Karen Miller, Ph.D.**

Executive Vice President/Provost  
Access, Learning and Success

### Committee Members

Alicia Booker  
John Buettner  
Jennifer Demmerle  
Rini Grover  
Jerry Hourigan  
Donna Imhoff, Ph.D.  
JaNice Marshall, Ed.D.  
Megan O'Bryan  
Beverly Owens  
Andrew Pegman, Ed.D.  
Robert Peterson  
Terri Pope, Ph.D.  
Claire Rosacco  
Shirley Stineman  
Jeff Tuma, J.D.  
Monique Umphrey, D.M.  
Kris Walz  
Lisa Williams, Ph.D.



**In order for all students to access a quality education and succeed in their goals, Tri-C will provide a comprehensive student experience within a welcoming and safe learning environment.**

- Remove barriers for all students from point of entry to completion — including using technology to support improved processes, academic monitoring of students and enhanced faculty engagement — to close the equity gap and improve success outcomes for all students.
- Maintain high academic quality, rigor and integrity and support academic innovation and excellence in instruction in alignment with accreditation standards, College policies and procedures and the continual improvement processes of a self-regarding institution.
- Improve flexibility of schedules and holistic service and support with expanded programs and offerings, both online and in person, as part of a framework of educational pathways.
- Provide the facilities, technology and equipment that improve accessibility, enhance safety and security and support state-of-the-art learning environments that enrich the student experience.

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## METRICS

- Number of certificates and degrees awarded
- Graduation rates/IPEDS graduation rates
- Equity graduation rates
- Fall-to-fall retention
- Fall-to-spring retention
- Ruffalo Noel Levitz/CCSSE survey results year-to-year and nationally



Tri-C will continue to increase communication and engagement with its internal and external communities by promoting a culture of transparency, accountability and inclusion.

- Build upon an institutional culture committed to shared governance, collaboration, inclusive excellence and genuine care and concern for students and the community.
- Communicate progress toward strategic goals and stewardship of community resources to increase transparency and accountability.
- Expand opportunities for student, alumni, employee and community identification with the College and the Tri-C brand.



#### METRICS

- Total direct and indirect spend with diverse vendors and firms
- Engagement with diverse firms regarding Phase II Facility Master Plan projects
- Maintain high TRIAD survey results





Tri-C will build upon its external community partnerships — including alumni, employers, educational institutions, organizations and governments — to meet student needs and improve the quality of life throughout the region.

- Strengthen community outreach through strategic external partnerships in an effort to ensure a social and economic return on investment for Northeast Ohio.
- Develop new opportunities for alumni to volunteer, reconnect and foster lifetime engagement with the College, including encouraging philanthropic support for the next generation of alumni.
- Increase fundraising to support student success and College priorities.



## METRICS

- Number of strategic partnerships with key community-based organizations (CBOs)
- Funds available to support student scholarships
- Dollar amount of donations secured through planned giving vehicles, endowment gifts and naming recognition opportunities
- Alumni Council and Alumni Ambassador program established



Tri-C will strengthen internal pathways and ensure that programs, degrees and credentials align with employer needs so that residents are prepared to participate in the skilled workforce and growing economy of Northeast Ohio.

- Increase opportunities for students to earn degrees and industry credentials that closely align with employer requirements and strengthen the economy in Northeast Ohio.
- Improve internal and community awareness of Tri-C's Centers of Excellence and the opportunities available to students through innovative pathways that integrate credit and noncredit programming.
- Market all workforce programs internally and externally to increase awareness of available training and resulting career opportunities that provide sustainable/livable wages.

#### METRICS

- Number of degrees and certificates/credentials awarded
- Number of additional pathways created within each Center of Excellence
- Number of new and repeat enrollments in workforce training programs



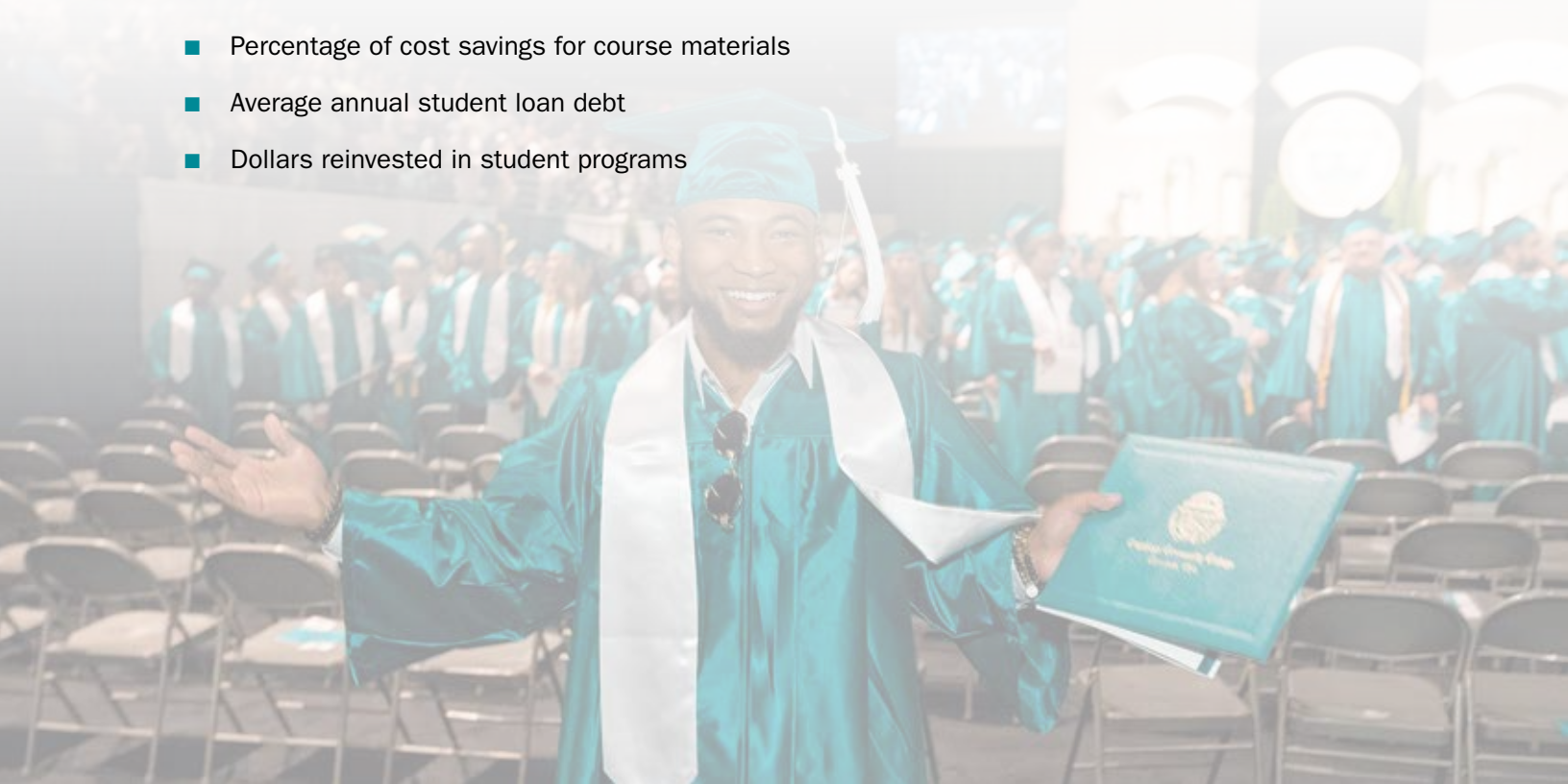
Tri-C will maintain its longstanding commitment to providing affordable educational opportunities and services, removing barriers to educational access, exercising good stewardship of taxpayer resources and ensuring institutional integrity.

- Provide students with expanded resources that minimize student debt, lower the cost of attendance and provide affordable educational and training opportunities by reducing financial barriers to student access, equity and success.
- Maximize institutional efficiencies and reduce operational expenses to reinvest in programs that support student success and completion.
- Develop a College-wide budget that ensures continued fiscal integrity and long-term financial stability.



## METRICS

- Percentage of cost savings for course materials
- Average annual student loan debt
- Dollars reinvested in student programs







David S. Cohen  
**The Language  
of Medicine**



