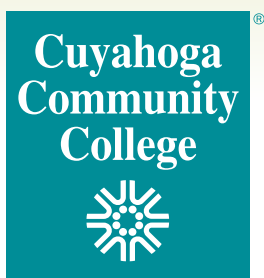


Culture *of* Clarity



FISCAL YEAR 2025 | APPROVED BUDGET BOOK | MAY 2024



Michael Baston, J.D., Ed.D.

District Administrative Offices | 700 Carnegie Ave. | Cleveland, OH 44115

tri-c.edu

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Where futures beginSM

May 23, 2024

To the Board of Trustees:

We are pleased to present the annual budget for Cuyahoga Community College (Tri-C[®]) for the fiscal year ending on June 30, 2025. Key to our ability to support high-quality, affordable educational and workforce training opportunities is our award-winning budget process, which has been recognized by the Government Finance Officers Association since 2008.

For over six decades, Tri-C has been a cornerstone of Northeast Ohio, positively impacting the lives of more than 1 million students and community members. As Ohio's most affordable higher education institution, Tri-C remains unwavering in its commitment to offering educational pathways to thousands of learners striving to improve their lives and contribute to the well-being of their families.

Fiscal year 2025 (FY25) marks the commencement of the "school model" approach to academic programs. This innovative model, inspired by research and best practices from nationally recognized community colleges, aims to consolidate similar disciplines or areas of study into schools. By doing so, the model will provide students with clearly defined, streamlined pathways to completion. Moreover, this model will integrate credit and noncredit programming, leading to greater staffing and financial efficiencies and fostering a more student-centric culture to ensure enhanced access to resources tailored to meet our students' individual needs.

After a comprehensive analysis and evaluation of the College's student onboarding procedures, enhanced and efficient recruitment, application, registration and other support services will also be seen across the College in FY25. The analysis, which utilized a Lean Six Sigma methodology, has allowed the College to successfully implement more than 60 process changes that will redesign the student experience, ultimately resulting in reduced cycle times, higher retention rates, streamlined manual processes and enhanced clarity for students.

Underpinning these transformative initiatives is our commitment to responsible and transparent resource management, exemplified by the implementation of a balanced budget for FY25. The budget outlines several key assumptions, including:

- A slight 0.4% increase in credit enrollment
- A 2.5% reduction in the College's proportional share of the State Share of Instruction (SSI)
- Property taxes increasing due to the additional millage passed in November 2023
- Investment funding within each division to support unbudgeted initiatives
- Increased equipment and other capital funding

As stewards of Tri-C and its resources, we remain deeply grateful to our community members for their continued support. We also offer our sincere thanks to the Board of Trustees for their leadership throughout the development of the FY25 budget and to our dedicated faculty, staff and students, who form the bedrock of our institution's success.

We look forward to the opportunities that lie ahead as we embark together on another year of empowering individuals, enriching communities and transforming lives through education at Tri-C.

Sincerely,

A handwritten signature in black ink, appearing to read "MAB", followed by a horizontal line.

Michael A. Baston, J.D., Ed.D.
President

A handwritten signature in black ink, appearing to read "DK", followed by a horizontal line.

David Kuntz, CPA
Executive Vice President/Treasurer

CUYAHOGA COMMUNITY COLLEGE
PRESIDENT AND BOARD OF TRUSTEES



Michael A. Baston,
Ed.D., J.D.
President



Helen Forbes Fields
Chair
 County Executive Appointment
 Term ends 01-16-25



Ann Frangos
Vice Chair
 Governor Appointment
 Term ends 10-12-27



Phoebe Lee
 Governor Appointment
 Term ends 10-12-23*
 *Pending appointment by
 the Governor



Ted Tywang
 County Executive Appointment
 Term ends 1-16-25



Rev. Cory Jenkins
 County Executive Appointment
 Term Ends 06-22-26



Geralyn Presti
 County Executive Appointment
 Term ends 06-22-26



Alan Rosskamm
 County Executive Appointment
 Term ends 1-17-27



Victor A. Ruiz
 County Executive Appointment
 Term ends 01-17-27



Robert C. Smith
 Governor Appointment
 Term ends 10-12-27

COLLEGE MISSION, VISION AND VALUES

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 achievement of individual and institutional goals. We are dedicated to building trust, respect, and confidence among our colleagues, students, and the community.

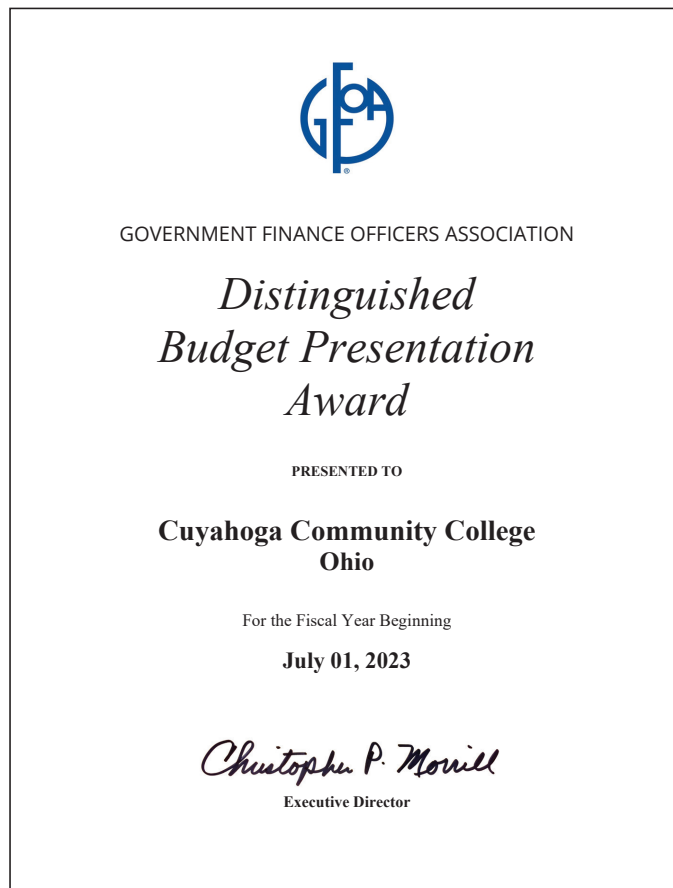


GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

The College received the GFOA Distinguished Budget Presentation Award for its annual budgets for the fiscal years 2009 through 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.

Beginning in FY18, the Distinguished Budget Presentation Award was replaced with the Award for Best Practices in Community College Budgeting. The budgeting process advocated for by the Best Practices in Community College Budgeting was focused on optimizing student achievement within available resources. It encompassed a complete cycle for long-term financial planning and budgeting, including planning the budget process, developing a budget, evaluating how the budget process worked and adjusting accordingly. Throughout this cycle, the community college's institutional goals serve as the overarching guide for decision-making and resource allocation. The College received the Award for Best Practices in Community College Budgeting for the FY18 through FY20 budget book.

Beginning in FY21, the GFOA returned to the Distinguished Budget Presentation Award, which it presented to the College for its FY21 through FY24 budget books. This award is valid for a period of one year. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



THE COMMUNITY AND THE COLLEGE

Cuyahoga Community College’s commitment to high-quality, accessible and affordable education — with an emphasis on student success and completion and a commitment to continuous improvement — is reflected in its mission, vision and values. The impact of achieving the mission, vision and values is seen all around the community. The following section provides an overview of the community and the College.

The Community

Tri-C is centrally located in Northeast Ohio, serving the populations of Cuyahoga, Geauga, Lake, Lorain, Medina, Portage and Summit counties. The largest metropolitan area in Ohio is the Cleveland-Elyria metro area of Cuyahoga, Geauga, Lake, Lorain and Medina counties, with a population exceeding 2 million.

Influencing factors for Northeast Ohio include a shift from traditional “Rust Belt” manufacturing jobs to careers in health care, education, leisure and hospitality, and other high-growth sectors, as well as a 0.5% population growth from 2010 to 2020 (NOACA 2023-2028 CEDS).

Northeast Ohio is one of the nation’s largest industrial and consumer markets, taking advantage of its central location with access to railroads and inland waterways. According to the Cleveland Water Alliance, Northeast Ohio — located on the shores of the largest freshwater lake in North America — is positioned to be a leader in the Great Lakes Blue Economy, which promotes economic growth by attracting and retaining talent, supporting new and existing water-dependent industries, and providing distinctive amenities to sustain a high quality of life. U.S. News & World Report ranked Ohio as the 11th state for opportunity. Ohio is within 600 miles of approximately 59% of U.S. and Canadian populations. Manufacturing is Ohio’s largest sector based on GDP. However, it’s anticipated that the majority of all job growth through 2025 will come from service-producing sectors.

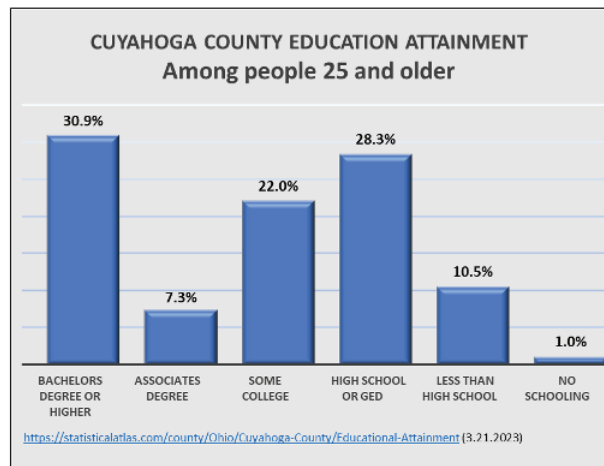
Northeast Ohio is a leader in new technology and a major center for biomedical and biotechnological developments. It is also home to 10 of Ohio’s 25 Fortune 500 companies and some of the finest medical institutions in the country, including the world-renowned Cleveland Clinic, the University Hospitals Health System and the Global Center for Health Innovation. Ohio accounts for 2.7% of U.S. exports and is the ninth-largest exporting state, consistently ranking as one of the top 10 exporting states in the nation.

CORPORATIONS HEADQUARTERED IN NORTHEAST OHIO AMONG TOP FORTUNE 500 LIST			
2023 RANK	COMPANY	REVENUE (BILLIONS)	PRODUCT
88	PROGRESSIVE	\$ 49.6	INSURANCE: PROPERTY AND CASUALTY
170	CLEVELAND-CLIFFS	\$ 23.0	METALS
178	SHERWIN-WILLIAMS	\$ 22.1	CHEMICALS
191	GOODYEAR TIRE & RUBBER	\$ 20.8	MOTOR VEHICLE PARTS
261	PARKER-HANNIFIN	\$ 15.9	INDUSTRIAL MACHINERY
343	FIRSTENERGY	\$ 12.1	UTILITIES: GAS AND ELECTRIC
372	TRAVELCENTERS OF AMERICA	\$ 10.8	SPECIALTY
421	AVERY DENNISON	\$ 9.0	PACKAGING-CONTAINERS
459	KEYCORP	\$ 8.1	COMMERCIAL BANKS
465	J.M. SMUCKER	\$ 8.0	FOOD CONSUMER PRODUCTS

Source: Visualize the Fortune 500 | Fortune

Northeast Ohio has the fifth-largest concentration of medical facilities in the U.S. and is home to large, nationally recognized health care, medical education, medical research and medical technology institutions. The Cleveland metropolitan area is served by over 50 hospitals — many of which are affiliated with medical schools such as the Case Western Reserve University School of Medicine. Health care is a major industry in the area. One of the College’s distinctive features is its wide array of health career programs to address the needs of this industry. Tri-C is a leader in health career education, offering more than 30 world-class health career programs, including dental hygiene, emergency medical services, optical technology, radiography and nursing.

Northeast Ohio has multiple top-ranked park systems in the nation and is a regional center for the performing and visual arts. It boasts the fourth-largest concentration of museums, theaters and concert halls in the U.S. Northeast Ohio is home to some of the most famous and prestigious art and historical institutions in the world, including the Cleveland Orchestra, the Cleveland Museum of Art, the Museum of Contemporary Art Cleveland, the Rock & Roll Hall of Fame and Museum, the Great Lakes Science Center and Playhouse Square. Playhouse Square is one of the largest performing arts centers in the country and attracts over 1 million visitors annually, stimulating economic growth.



Northeast Ohio is an ethnically diverse area with distinctive demographic and economic factors that influence the College’s mission and strategies to provide postsecondary education to a wide range of students in both suburban and urban environments, from those in need of developmental education to honors students.

The Cleveland Metropolitan School District (CMSD) is the third-largest school district in Ohio, and the class of 2023 four-year graduation rate was 74.4%. CMSD received four stars overall in the state of Ohio’s district report cards. The report card also showed CMSD exceeded student growth expectations. CMSD alone accounts for approximately 9.8% of the College’s enrollment. About 50% of Cuyahoga County residents over the age of 25 have a high school diploma but less than an associate degree.

The College

Tri-C opened in September 1963 and is Ohio's oldest and largest community college. Collegewide operations include over 3.4 million square feet of building space and over 540 acres of grounds. Over its 61-year history, the College has provided high-quality, affordable education and programs to the community. It now serves more than 41,000 credit and noncredit students annually at its four traditional campuses — Eastern, Metropolitan, Western and Westshore. In addition, the College operates multiple other locations, including Corporate College® East and West, the Manufacturing Technology Center, the KeyBank Public Safety Training Center, the Hospitality Management Center at Public Square, the Brunswick University Center, the Advanced Technology Training Center, the Transportation Innovation Center, the District Administrative Offices, the Jerry Sue Thornton Center and numerous other off-campus sites. The College has also become a leader in distance learning, providing courses that are taught via online and hybrid modalities.

Cuyahoga Community College Locations



The four traditional College campuses are strategically placed throughout the county to be convenient and accessible for our students and the community. The Metropolitan Campus is located in downtown Cleveland and opened in 1969. The campus features industry-standard learning facilities for students and the community, such as the Optical Dispensary, the Gill and Tommy LiPuma Center for Creative Arts and the Technology Learning Center. The Western Campus opened in 1966 in the former Crile Veterans Hospital in Parma and was eventually replaced in 1975 with a six-building

interconnected complex. The Western Campus includes the Advanced Automotive Technology Center, the KeyBank Public Safety Training Center, and the Science, Technology, Engineering and Mathematics (STEM) Center. Opened in 1971, the Eastern Campus in Highland Hills houses the Massage Therapy Clinic, the Interior Design program, the Plant Science and Landscape Technology program and the Jack, Joseph and Morton Mandel Humanities Center. The Westshore Campus in Westlake opened in 2011 and boasts state-of-the-art Life Science labs. The Westshore Campus expanded its footprint and opened an 89,000-square-foot building in Fall 2019, consisting of offices, student spaces, facilities operations and classrooms.

Tri-C, one of the largest institutions of higher education in the state, offers associate degrees, certificate programs and the first two years of a baccalaureate degree. Students can choose from a multitude of credit courses in more than 200 career and technical programs and liberal arts curricula. It offers 90 technical programs and more than 30 health career programs. More than 3,500 degrees and certificates were awarded through Tri-C in the 2022-2023 academic year, keeping our region's economy strong.

Tri-C offers Northeast Ohio residents a top-quality education and flexible learning options at the lowest tuition in the state. The College also supports the Northeast Ohio economy by generating spending and sustaining jobs.

Tri-C is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools, which permits the College to award the Associate of Arts, Associate of Science, Associate of Applied Science, Associate of Applied Business and Associate of Technical Studies degrees. The College also grants credit and noncredit short-term certificates, certificates of proficiency and post-degree professional certificates. Tri-C has chosen to participate in the Open Pathway, one of three options to maintain accreditation through the Higher Learning Commission. The College was reaccredited by the North Central Association of Colleges and Schools in 2018 and completed an Assurance Review in August 2022.

The College is a member of the League for Innovation in the Community College, which is an international nonprofit organization committed to improving community colleges through innovation, experimentation and institutional transformation. In 2005, the College was selected to be a part of Achieving the Dream (ATD), a national multiyear initiative created to help more community college students succeed in their educational goals. Results of the ATD initiatives have been tracked over

the life of the program, and students in the ATD cohorts experience higher levels of student success as measured by retention rate, credits earned and grade point average. In 2019, the College received national recognition from the ATD as a member of the first cohort, earning Leader College of Distinction status for achieving higher student outcomes and narrowing equity gaps. The College was one of 11 community colleges across the country — and one of three in Ohio — to receive this honor. After the ATD program funding concluded, Tri-C continued to be a leader in student success

Student Demographics		
FTE By Race/Ethnicity	Spring 2024 FTE	% of Total
Native American	37	0.2%
African American	4,247	25.4%
Asian/Pacific Island/Indian Subcn	626	3.8%
Hispanic (Mex, PR, Cuban, other SP)	1,420	8.5%
Caucasian (White or Non-Hispanic)	8,952	53.5%
More than One Race	781	4.7%
Unknown	657	3.9%
Total	7,793	100.0
As of Feb. 21, 2024		



and developmental education through its receipt of ATD Developmental Education Initiative funding from the Bill and Melinda Gates Foundation. This program, administered through the state and the Ohio Association of Community Colleges, helps the five ATD Ohio colleges work with the remainder of the 23 community colleges in Ohio to promote student success and completion on a statewide level.

In January 2024, Tri-C partnered with the American Association of Colleges and Universities (AAC&U) Institute of Truth, Racial Healing & Transformation (TRHT™) Campus Centers. The College is one of 71 hosting institutions working to address the historical and contemporary effects of racial inequities by building sustainable capacity to promote deep, transformational change.



In addition to providing quality, accessible and affordable education to the residents of Northeast Ohio, the College engages the community by offering a variety of cultural, community and sports programs each year. The College is home to Tri-C JazzFest Cleveland, presented by KeyBank, the nation’s premier educational jazz festival. Tri-C JazzFest Cleveland is celebrating its 45th year in 2024. The College partners with local organizations and groups to host popular cultural arts programs at Playhouse Square, campus theaters and other sites in the county.

The College strives for continuous improvement and innovation, as evidenced by the accreditations received and the advancement of programs and collaborative engagements formed throughout its history. The culture of Tri-C encourages employees to make an impact on individuals as well as their community. Tri-C employees are committed to improving service, increasing accountability and delivering high-quality results. The county and state are enriched by the College’s educated professionals who graduate and remain in the area, the access to community cultural and athletic events and the College’s stable working environment for its employees. The College was recognized by the Employers Resource Council (ERC) as one of Northeast Ohio’s 99 best places to work in 2023 for top talent. This is the 17th time the College has received the NorthCoast 99 award. “This award recognizes companies with human resource practices that drive results, provide competitive advantages and allow businesses to grow.”



College Financial Policy and Procedure Overview

Tri-C currently has 120 policies and procedures governing all aspects of the College, which include Board Governance, Finance and Business Services, Access, Learning and Success, Human Resources, the Office of Institutional Equity, and Administration. The policies provide governance for operations, the Board of Trustees, employees, students and public activities to ensure sound practices that meet legal, fiscal and safety standards. The following section provides an overview of the financial, investment, debt, procurement, unrestricted fund reserve, asset management, funding new initiatives, planning and achievement, and operations policies. All policies can be viewed on the College's public website at tri-c.edu/policies-and-procedures.

Financial Policy

The financial policy governs the annual budget, the five-year financial plan, fund receipt and disbursement, budget monitoring, the investment of excess cash balances, resource development, annual financial audits, debt management, fiscal management and implementation. The scope of the policy allows the College's management team to develop goals and incorporate them into the annual budget and long-range plan, thereby fulfilling the mission, vision and values of the College.

The management team reviews the activities of the College on a monthly basis. The review process includes an analysis of revenue and expenditure variances, ensuring available cash balances are adequate to cover operating expenses, a review of balance sheet activities, and the preparation of financial statements and associated metrics from accounting system data. The accounts are reconciled on a monthly basis, and the Ohio Auditor of State or its designee audits the financial statements on an annual basis.

The Board of Trustees is required to approve a five-year financial plan that forecasts all revenues and expenditures for the College and to appropriate all expenditures for the upcoming fiscal year. This financial plan includes a five-year enrollment forecast for projecting tuition revenues and associated expenses.

The policy also establishes guidance for the treasurer. The policy states excess cash should be invested based on the Ohio Revised Code; however, the specific guidance is governed by the College's investment policy. The treasurer receives and disburses all funds at the direction of the Board of Trustees. Finally, the treasurer is authorized to develop and issue financial systems and processes under the direction of the Board of Trustees and the president.



The College, through Resource Development, regularly seeks and accepts gifts, grants, bequests and devises that align with the College's mission, vision, values and strategic priorities. The treasurer ensures adherence to the financial terms and timely reporting of any grants.

Another aspect of the College's broader financial policy is the governance of fees and refunds. The College is primarily supported by tax revenue from operating levies, although another source of revenue is tuition and fees. The Fees and Refunds Policy establishes guidelines for the collection of tuition and fees and their respective refunds, if warranted.

Investment Policy

The investment policy governs the investment of excess cash, fund appropriation, the long-term pool and other investment activities. The scope of the policy establishes written treasury goals, the investment committee, investment advisors, asset allocation guidelines, investment manager guidelines and approved/prohibited types of investments. The manager's guidelines provide a framework to invest idle cash in investment options that minimize risk, comply with the Ohio Revised Code and maintain liquidity.

As one of the primary guidelines, a minimum of 25% of the average amount of the College's investment portfolio over the course of the previous fiscal year must be invested in a specified minimal-risk instrument to preserve and stimulate growth. Some instruments are securities of the U.S. government or its agencies, the treasurer of the state's pooled investment program, money market funds and certificates of deposit in any national bank located in Ohio. The balance of the portfolio can then be placed into long-term equity investment pools, which are reviewed regularly by the Board of Trustees to determine the appropriate amount to remain in the fund.

The policy also outlines the responsibilities of the investment committee, which is made up of three voting Board members and up to two nonvoting members. The investment committee is required to review and revise, if necessary, the investment policy on at least a quarterly basis while providing the Board of Trustees with investment recommendations. By providing investment guidelines for asset investment and liquidity and risk controls, the policy fosters effective communication between organizational units and provides a framework for a prudent investment process, which ensures the College is minimizing risk, adhering to applicable regulations, and monitoring the performance of the investable assets.

Debt Procedure



The debt procedure governs the issuance of debt to achieve the mission, vision and values of the College. The scope of the procedure provides the types of debt, use of funds, required analysis and metric thresholds, and the legal authority to issue debt. The procedure defines how management can issue debt to achieve objectives and goals outlined in the strategic or Collegewide Academic and Facilities Integrated Plan. Before the College can issue debt, a management team must evaluate the forecasted impact on the College's operating cash flow and consider the current debt service, the economic environment and the forecasted sources of revenues and expenditures.

Procurement Policy

The procurement policy governs the purchase, lease or other acquisition or use of ownership rights to goods, services, real estate or works of improvement. The scope of the policy identifies sound business practices, the authority to procure and compliance with applicable laws. The College's policy ensures the prompt acquisition, payment and adherence to market pricing for many operational and capital activities. In addition to the procurement policy, the College also

has a procurement procedure that establishes the quotation process, lists designees authorized to enter into procurement agreements, and specifies the required Board approval. Some areas of governance include:

- Only the treasurer and designees are authorized to enter into specific procurement agreements on behalf of the College.
- All contracts for works of improvement of \$200,000 or more, contracts of \$200,000 or more that span one or more fiscal years, all revenue contracts of \$200,000 or more, and all contracts for the sale or purchase of real estate require Board approval.
- Goods, services and works of improvement costing less than \$10,000 may be procured outright or through a request for proposal (RFP), request for quotation (RFQ) or bid process.
- Goods, services and works of improvement costing \$10,000 or more but less than \$100,000 may be procured with two written quotes or through an RFP, RFQ or bid process.
- Goods, services and works of improvement costing \$100,000 or more must be procured through an RFP or bid process and will be advertised through at least one local newspaper or posted on the College's website.
- Revenue agreements, with a few exceptions, in an amount less than \$100,000 may be procured outright, and revenue agreements for \$100,000 or more must be procured through an RFP
- Works of improvement costing \$200,000 or more shall be sought through public-sealed bids and follow statutory requirements.
- The College may take full advantage of contracts awarded in a competitive and open bidding process by the state of Ohio, the federal government and/or a recognized local, regional or national group purchasing organization without requiring the College to conduct its own RFP

The combined guidance in the procurement policy and procurement procedure ensures.

Unrestricted Fund Reserve Policy

The unrestricted fund reserve policy establishes the level of unrestricted fund balance the College should consider setting aside. Unrestricted fund reserves provide the stability and flexibility to respond to unexpected adversity and/or opportunities, and the College shall maintain an unrestricted budgetary fund balance of no less than two months of regular general fund operating expenditures.

It is the intent of the College to limit the use of unrestricted fund reserves to address unanticipated, nonrecurring needs that cannot be funded with other available sources. The policy also establishes that if unrestricted fund reserves fall below the established threshold, the College shall seek to replenish the reserves through year-end surpluses or other means.

Asset Management Policy

The asset management policy provides guidelines to ensure that new assets are properly evaluated prior to investment and that existing assets are adequately maintained. It outlines that, at a minimum, management shall consider total investment costs as well as how annual operating and maintenance expenses will affect the College's overall financial health. Management should ensure adequate resources are allocated to maintain all assets and facilities at a level that protects capital investments and minimizes future maintenance and replacement costs. This policy also stipulates that the College should maintain an inventory of maintenance needs and may set aside monies to satisfy those needs in the annual budget.

Funding New Initiatives Policy

The funding new initiatives policy encourages the College to set aside monies within the budget for student success initiatives. This policy addresses piloting new initiatives and assessing the effectiveness of the new initiatives. After the pilot period, the College should decide to either discontinue the initiative, continue the pilot for further study, or move beyond the pilot to full implementation. The policy is intended to show the College's commitment to new initiatives and finding innovative ways to improve student outcomes.

Planning and Achievement Policy

The planning and achievement policy governs the establishment of goals in accordance with the mission, vision and values of the College. The scope of the policy defines the mission, vision and values and requires a strategic plan, policies and procedures to direct day-to-day activities. The policy is intended for the Board of Trustees to create fiduciary responsibilities, establish sound business practices, and require adherence to the mission, vision and values to serve the community.

The Board of Trustees holds the authority to operate the College but delegates some of the responsibilities to the president through policies. Additionally, the president must report the College's annual goals to the Board of Trustees.

Operations Policy

The operations policy governs the use of College facilities and assets. The scope of the policy includes College and non-College activities as well as the use and disposal of the College's assets. The policy is intended to protect Tri-C's assets, employees and students.

The policy governs the part of the College's revenue derived from auxiliary operations, which includes the rental of College facilities for non-College functions, site and event parking and vendor activities. The policy establishes guidelines to evaluate the costs associated with non-College activities and requires fees to be priced accordingly so as not to adversely affect the College's operations.

Additionally, the policy protects students and employees by establishing codes of conduct for external vendors on campus, posting and distributing materials, and soliciting, canvassing or selling at College locations.

Flexible Work Schedule Procedure

The College believes in cultivating a progressive work culture that supports employees in their work-life balance to encourage creativity, productivity and commitment to the organization. As such, in September 2021, the College adopted a flexible work schedule procedure, which is a part of the College work-life program that allows employees and departments some flexibility in defining when and where an employee's work is completed. Under the procedure, full-time employees in good standing may request alternative hours, a compressed work week and/or remote work.

Policy and Procedure Updates

The College did not make any material changes to the aforementioned policies and procedures for the upcoming fiscal year. In the annual review of all policies and procedures, the College looks for areas for improvement based on environmental and functional needs. The College may develop additional policies or procedures to ensure legal compliance, community awareness, and student and employee safety.

Policy Conclusion

Each respective policy provides guidance to the College's management team in order to fulfill the mission, vision and values of the College. The financial and operational policies guide the management team to meet their fiduciary responsibilities while providing a safe learning environment for students and the community. The AL&S policies provide guidelines for the College to maintain academic standards for students, to develop and retain faculty, and to establish the student code of conduct. All of the College's policies and procedures are reviewed on a periodic basis to ensure compliance with academic, financial, operational and community standards, allowing the management team to develop additional policies and procedures as necessary.



College Degrees and Certifications Overview

Tri-C offers five associate degrees: Associate of Arts, Associate of Science, Associate of Applied Business, Associate of Applied Science and Associate of Technical Studies. The College is fully accredited by the Higher Learning Commission, a commission of the North Central Association of Colleges and Schools. The College received its most recent reaffirmation of accreditation in 2018. In addition, a number of the College's career programs are accredited or approved by appropriate specialized associations or agencies.

The College offers 88 technical programs leading to an associate degree. Of these programs, 61 lead to an Associate of Applied Science, and 26 lead to an Associate of Applied Business. Students can also complete a customized Associate of Technical Studies degree, which combines courses from two or more different technical programs that focus on a special career interest. Short-term professional certificates are offered in 42 program areas, and 61 programs offer a one-year certificate of proficiency. The College also offers 11 post-degree professional certificate programs and a variety of noncredit courses, support services and special programs designed to meet the needs of a diverse student body and the community at large. In addition to the general Associate of Arts and Associate of Science programs, the College now offers seven discipline-specific Associate of Arts degrees and two discipline-specific Associate of Science degrees. The total number of degrees and certificates awarded for the 2022-2023 academic year is the highest in six years and a significant rebound from the 2021-2022 academic year.

Total Degrees and Certificates Awarded by Academic Year (AY)	
2022-2023	4,499
2021-2022	3,514
2020-2021	4,371
2019-2020	4,203
2018-2019	4,277
2017-2018	4,444
As of Feb. 21, 2024	

Associate of Arts and Associate of Science Degrees

The Associate of Arts (AA) and Associate of Science (AS) degree programs encompass studies that are the traditional starting points for work toward a baccalaureate degree. Studies in the arts and sciences are the classic approach for preparing students for life and its many challenges, using a broad education founded in history, literature, social sciences and natural and physical science.

These curricula include a range of course offerings in liberal arts for all students at the College. Students may enroll in a sequence of courses to earn either the AA or AS degree. The College also now offers several AA and AS degrees in specific disciplines (American Sign Language, Anthropology, Business, English, Sociology, Theatre, Studio/Fine Arts, Biology and Chemistry). These are designed to transfer to a four-year program in the specified discipline.

Associate of Applied Business Degree

The Associate of Applied Business (AAB) degree features program concentrations in the general areas of business technologies and public service technologies. Students must complete 60-65 credit hours, as defined by the selected degree program. In addition, students are expected to demonstrate proficiency in their career fields via a capstone project. Some programs also include practicum or field experience coursework to provide students with the opportunity to practice and master skills for their chosen career in a real-world setting.

Associate of Applied Science Degree

The Associate of Applied Science (AAS) degree features program concentrations in the general areas of health careers, engineering and industrial technologies, agricultural and natural resource technologies and applied industrial technologies. Students must complete 60-65 credit hours as defined by the selected degree program. In addition, students are expected to demonstrate proficiency in their career fields via a capstone project. Many programs also include clinical experience, requiring students to work a set number of hours at a selected site to practice and master skills in their chosen careers.

Associate of Technical Studies Degree (ATS)

The Associate of Technical Studies (ATS) degree is awarded for the successful completion of an individually planned technical education program designed to respond to a student’s need for specialized technical education not currently available at a particular campus. An ATS degree contains an area of concentration formed by either: (A) an intra-

Cuyahoga Community College Degree Requirements				
Degree	1000 Level or Higher Semester Credits	Advanced Coursework	Minimum GPA	Minimum Tri-C Credits
AA & AS	60	12	2.00	20
AAB	60-65	12	2.00	20
AAS	60-65	12	2.00	20
ATS	60	0	2.00	20

— but coherent — combination of courses drawn from two or more technical programs offered by the awarding institution, designed to serve an occupational objective; or (B) credits awarded by the institution for courses completed or training received by a student at other postsecondary institutions, vocational centers or other educational enterprises judged by the institution to be of college level and with which the College has entered into an articulation agreement. Based upon the articulation agreement, the student may receive up to 30 transfer credits toward an ATS degree in the specific program identified in the agreement. For both options, students must complete an application for admission to the ATS program.

Short-Term Certificate

A Short-Term Certificate prepares students for entry-level positions in a specific career or employment situation. A Short-Term Certificate will be granted to students who satisfactorily complete nine to 29 credits as defined by the certificate chosen. Some fields of study include Digital Design and Product Innovation, Emergency Medical Technician, Medical Billing, Film and Media Arts in Motion Graphics, Laboratory Phlebotomy and Welding Technology.

One-Year Certificate of Proficiency

The One-Year Certificate of Proficiency prepares students for proficiency in an occupation field after the student completes a prescribed education program. Some certificates include Massage Therapy, Medical Administrative Specialist, Automotive Technology, Carpentry, Construction Tending and Hazardous Material Abatement, Drywall Finishing, Floorlaying, Glazing, Ironworking, Millwrighting, Operating Engineers, Painting, Paramedic, Pipefitting, Plumbing, Sheet Metal Working and Medical Assisting.

Post-Degree Professional Certificate

The Post-Degree Professional Certificate is a high-quality program of instruction for those students who have already completed an academic degree and are pursuing additional certification in professional and technical fields. Students must complete an associate degree or higher from a regionally accredited postsecondary institution or an equivalent degree or diploma from a postsecondary program certified and accredited by a state or nationally certified and accredited board. Some Post-Degree Professional Certificates include Paralegal Studies, Purchasing and Supply Management and Information Technology areas, including Business Solutions, Programming and Development, and Cybersecurity.

Cuyahoga Community College Certificate Requirements			
Certificate	Total Credits	Minimum GPA	Minimum Tri-C Credits
Short-Term Certificate	9-29	2.00	9
One-Year Proficiency	30-35	2.00	9
Post-Degree Professional	20-32	2.00	9

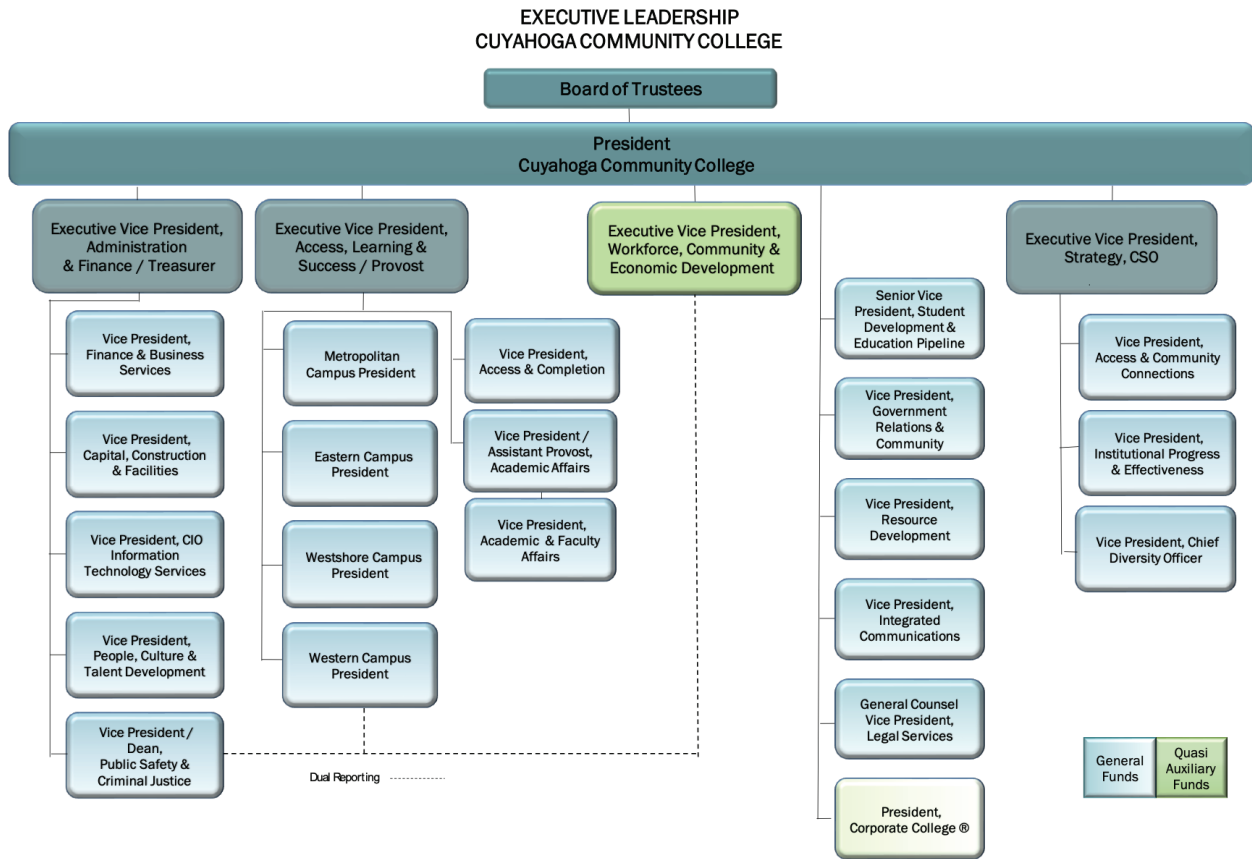
Articulation and Transfer

The Ohio Department of Higher Education (ODHE) has developed a statewide articulation and transfer policy to facilitate the movement of students and credits from one Ohio public college or university to another. The policy avoids duplication of course requirements and enhances a student’s mobility throughout Ohio’s higher education system. The policy also establishes the “Ohio Transfer 36” (OT36), a specific subset of an institution’s general education requirements. Students who successfully complete the OT36 at one institution will be considered to have met the lower-level general education requirements of the receiving institution. It also establishes “Transfer Assurance Guides” that guarantee courses that are lower-level major courses and “Ohio Guaranteed Transfer Pathways” (OGTP) that provide statewide guaranteed transfer pathways from two-year to four-year degree programs in an equivalent field. Other transfer options at the College reflect the institution’s commitment to flexibility in responding to diverse student needs and goals. These options include broad-based articulation agreements focused on guaranteed admission and junior year status, bachelor completion dual admission and enrollment agreements and program-specific transfer guides developed through a course-by-course review by each cooperating institution. Tri-C has 376 formal articulation and transfer agreements with both public and private four-year higher education institutions.



Organizational Chart

The administrative direction of Tri-C has been delegated by the Board to the President and executive leadership. The executive leadership is appointed by the President and is subject to Board approval.

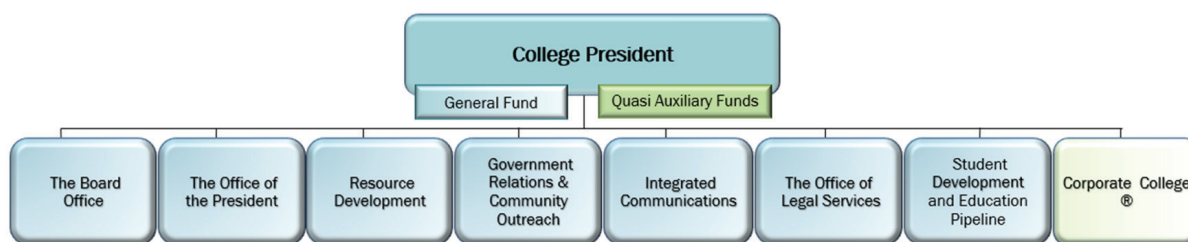


Major Operating Unit Overview

Tri-C manages its operations by structuring the organizational units into five major operating units (MOU). This structure allows the College to centralize similar operations to gain synergies, effectively manage operations, and promote the One College brand. The following overview provides the scope and contribution of each MOU to the continued success of the College. The College continuously reviews the structure within each MOU to determine if the consolidation or reorganization of individual units might provide additional efficiencies or more successful modes of operation.

The Office of the President

The Office of the President contains the leadership of the College, the support staff for the president and Board of Trustees, and the internal and external relationships and development areas of the College.



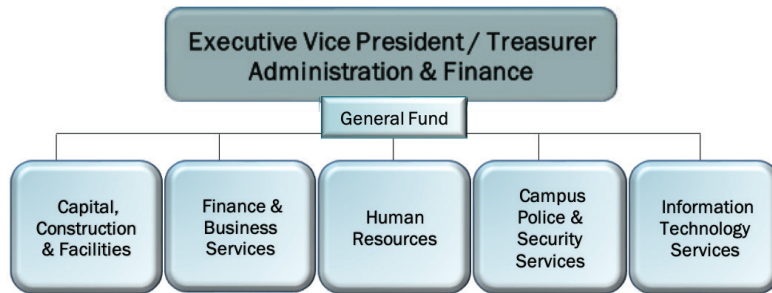
- **The Board Office** supports the Cuyahoga Community College District Board of Trustees. The Board consists of nine trustees who, in collaboration with the College president, fulfill the goals set forth in Tri-C’s mission statement. The Board Office also organizes all official Board and committee meetings and acts as a liaison between the College, Board and community.
- **The Office of the President** comprises the College president and support staff. The president provides Collegewide leadership and direction to fulfill the goals outlined in Tri-C’s mission statement.
- **Resource Development** advances the institutional mission through fundraising activities that support scholarships and the development and enhancement of educational programs.
- **Government Relations and Community Outreach** provides Collegewide leadership and coordination for local, state and federal legislation and coordinates special events in the surrounding community.
- **Integrated Communications** provides comprehensive services and expertise in brand and reputation management, advertising, media and public relations, multimedia marketing, internal and external communications, social media and website strategy, writing and editing, graphic design and more to clients throughout the College.
- **The Office of Legal Services** represents the College in all legal matters, including the development of College policies and procedures and contract negotiations. This office is also the reporting unit for Institutional Equity, Compliance and Risk Management, Records Management, Audit and Advisory Services, Student Accessibility Services (compliance only) and the Office of the Ombudsman, who together ensure compliance with state and federal laws, including those relating to document retention and public records requests.
- **Student Development and Education Pipeline** identifies and addresses gaps in student development and support systems to empower students with tools for success, as well as

developing strategies to ensure smooth transitions from early childhood to postsecondary education and beyond. This office also serves as the reporting unit for Athletics and Recreation, CCP and Early College Programs, and Veteran Services.

- **Corporate College** provides customized training solutions and consulting services focusing on organizational effectiveness, quality and continuous improvement. In addition to providing Northeast Ohio with state-of-the-art meeting and conference space, Corporate College is home to the Center for Entrepreneurs. The Center for Entrepreneurs provides resources and support through courses, workshops and a speaker’s series to help individuals and businesses succeed in their entrepreneurial pursuits. A state-of-the-art Podcast Studio is also available for rent to all clients of Corporate College and the Northeast Ohio community. Professional Development is offered via noncredit programs and courses for career development, personal enrichment and education. Classes provide education and information to lifelong learners of all ages. Professional Development meets students “where they are” to help them enjoy their community college experience and meet their personal and professional goals. Corporate College also offers the Encore 55+ Learning program as a premier provider of education to individuals 55 and older. Recognizing the intellectual interests of this population, Tri-C offers on-campus, off-campus and virtual experiences.

Administration and Finance

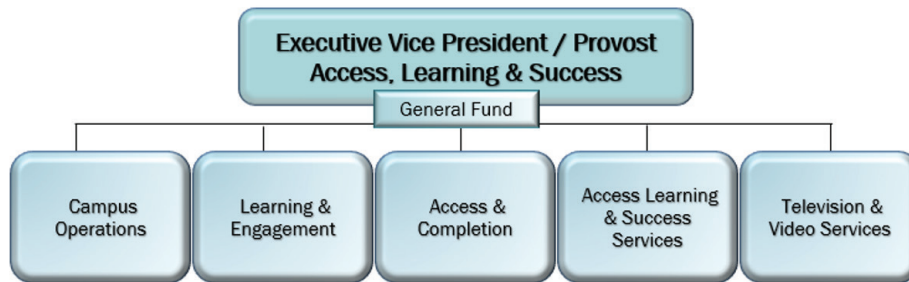
A&F provides executive leadership and oversight in the implementation of the College’s strategic operating plan in coordination with the College’s academic mission. A&F works closely with stakeholders Collegewide to provide support services to students, faculty and staff.



- **Capital, Construction and Facilities** include Capital and Construction, Plant Operations, Asset Management and the College mailrooms.
- **Finance and Business Services** include the areas of Accounting and Financial Operations, Treasury Management, Supplier Managed Services, Campus Services and Retail Operations, and Planning, Budget and Strategic Support.
- **Human Resources** provides services in the areas of employee benefits, compensation, labor relations, workforce planning, health and wellness, and professional learning and development.
- **Campus Police and Security Services** are responsible for on-campus law enforcement and creating partnerships with local community organizations and safety forces.
- **Information Technology Services** guides the embedded base of information technology infrastructure at the College by supporting the offices of Project Management, Network Services, Data Operations, Enterprise Application Management, Safe and Secure Computing and Desktop Support.

Access, Learning and Success (AL&S)

Access, Learning and Success (AL&S) advances the College's mission by providing high-quality, relevant academic programming that meets student and community needs. It also provides highly effective student support services and a flexible learning environment that helps the College's students succeed academically. AL&S is the College division ultimately responsible for all functions related to the delivery of credit-based education and related services across the College, including faculty administration. In addition to campus-based operations, AL&S is responsible for Collegewide, centralized academic operations and the administration of the various academic schools.



- **Campus Operations** serves students at locations throughout the county, including the Eastern, Metropolitan, Western and Westshore campuses and numerous off-campus sites. The campuses provide excellent learning environments with libraries, cultural centers, athletic fields and student services.
- **Learning and Engagement** is responsible for the development and review of curricula as well as course and programmatic outcomes through the five academic schools: the School of Nursing and Health Professions, the School of Creative Arts, the School of Business, Legal Professions and Hospitality, the School of Liberal Arts and Sciences, and the School of Advanced Manufacturing, Engineering and Computer Science. It is also responsible for providing the latest in curriculum and technology for online learning and academics, as well as overseeing the program accreditation process and transfer/articulation agreements. This department provides the strategic direction for faculty development and retention, as well as creating a supportive environment for faculty to work through a variety of professional development and programming activities. Learning and Engagement houses Online Learning and Academic Technology, which leads the College in the planning, development and implementation of technology in support of teaching and learning. This area is responsible for supporting Collegewide initiatives including online learning, blended learning and other learning modalities as well as the application of technology to classroom-based learning.
- **Access and Completion** leads the College's access efforts, which include Collegewide recruitment and conversion for potential students. Access and Completion also manages the enrollment and financial aid processes for students, continually working to identify barriers for students, whether they are personal, financial or academic. This

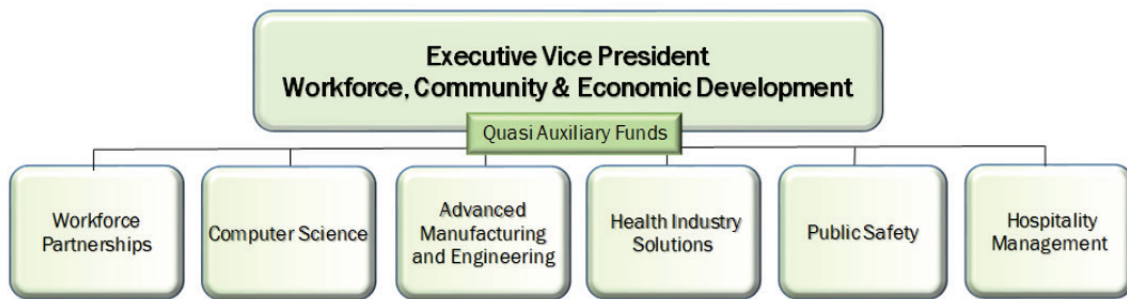


department manages a variety of nonacademic student support programs and processes designed to provide resources and support for student needs beyond the classroom.

- **AL&S** collaborates with all the departments within AL&S. This department manages faculty processes such as workload, tenure, professional improvement leaves, emeritus and hiring, as well as providing orientation and training in academic processes for deans and others throughout the College.
- **Television and Video Services** provides the College with informational videos for academic and administrative departments, as well as production support services for live events. This area also provides the equipment specifications, installation and maintenance of A/V equipment and systems. The department programs five cable channels, including Smart TV, and the technical operation for Cable College.

Workforce, Community and Economic Development Division

The Workforce, Community and Economic Development (WCED) Division will provide training opportunities and exposure leading to in-demand, industry-recognized credentials and economic mobility for students and the skilled workforce needed for business innovation. Collaboration with trusted partners will produce engaged residents and communities, fueling a vibrant economy for Northeast Ohio.



- **Workforce Partnerships** provides support and capacity to grow and strengthen employer and community partnerships, increase workforce enrollment, and leverage Tri-C subject matter experts to support the delivery of high-quality learning experiences. Workforce Partnerships identifies, cultivates and supports opportunities that will expand and accelerate Tri-C’s engagement with partners by aligning workforce training to meet the talent needs of employers and address the rapidly changing workforce landscape. The team focuses on building strong, sustainable relationships, both internally and externally, that will increase capacity and collaboration among partners, leading to innovative solutions and enhanced workforce education.
- **Computer Science, a departmental division of the Tri-C School of Advanced Manufacturing, Engineering and Computer Science**, is a national leader in educating IT professionals, building on the existing legacy of esteemed IT faculty and nationally recognized IT workforce training programs that provide students with cutting-edge, hands-on training opportunities that allow them to attain national industry certifications. The department will leverage the strengths of existing academic offerings and workforce development training to optimize career and educational opportunities for younger students and working professionals. In addition, by converting unemployed and underemployed individuals into skilled professionals, the department will provide qualified workers to help close the skills gap and fill the high demand for new talent in the IT, networking, security and cybersecurity arenas.

- **Advanced Manufacturing and Engineering** serves as the nucleus for the College's approach to technical innovation, student academic achievement, talent preparation and industry solutions. These programs drive new and better-aligned curricula, promoting student learning while also responding directly to industry needs. Students receive credentials with labor market value, elevating available employment opportunities. It features programs designed around systems integration as well as fast-track training options that shorten the time to completion and better prepare students for their chosen fields. By focusing on training across disciplines and the alignment of curricula with industry needs, Tri-C ensures its students are well-prepared for success throughout their academic journey and as they transition from college to career.



- **Health Industry Solutions, a department of WCED, aligning with the School of Nursing and Health Careers**, assists individuals and organizations through the delivery of customized clinical and nonclinical training programs. We accomplish this through the four flagship programs, leading to industry-recognized credentials — two state and two national — that can all be attained in under six months. Our short-term, fast-track training programs are a tool for economic stability. Experienced instructors deliver quality, value-based learning through a comprehensive curriculum and additional resources. Our practice of hiring subject-matter experts, currently employed in their respective fields, provides relevant context that strengthens the classroom content and exercises for increased knowledge and comprehension for our students.

- **Public Safety** provides basic training in curricula clusters, including Criminal Justice, Captioning and Court Reporting, Emergency Medical Technology, Emergency Medical Dispatch Training, the Public Safety Drone Academy, the Court Bailiff Academy, Fire Safety and Paralegal Studies. Advanced and contract training are available for local emergency response services in our communities. The KeyBank Public Safety Training Center on the Western Campus features specialized simulation areas that provide opportunities for realistic, hands-on skills training to prepare students for the real world and to promote success. Tri-C's academies train more emergency response professionals than any other academy in Ohio.



- **Hospitality Management** is the region's premier educator of hospitality management professionals in the industry's three areas of concentration: Culinary Arts, Hotel, Destination and Event Management, and Restaurant and Food Service Management. The Center's faculty have vast industry experience and effective instructional experience. Significant integrations with the area's top chefs, leading hotel professionals and restaurant entrepreneurs keep programming and curricula fully aligned with industry trends, changes and needs. Courses are available Collegewide on multiple campuses as well as at the Hospitality Management Center in the heart of the city's downtown entertainment district. The department offers summer camps, workforce training, short-term certificates and accredited degrees, all supporting the

rapidly growing need for trained hospitality professionals in Northeast Ohio. Graduates from the program gain critical knowledge of hospitality operations, competence in business practices and managerial decision-making as well as the communication skills and professional behaviors that support career success.

Executive Vice President and Chief Strategy Officer

- The executive vice president and chief strategy officer serves as a thought partner to the president and a trusted advisor to the peers on the President’s Cabinet, the Executive Leadership Team and the Institutional Advancement Council. The chief strategy officer takes the lead in establishing accountability measures and ensuring the progress and fulfillment of mission-conscious strategic goals and initiatives, with a particular focus on advancing student success, improving the employee experience, and deploying an innovative community engagement approach.



- **Institutional Progress and Effectiveness (IPE)** actively supports Tri-C’s advancement by providing information and infrastructure to College leadership, faculty and staff that assures that the College’s strategies are coherent, in alignment and anchored to quantifiable goals, whereby institutional progress can be regularly tracked and communicated. It achieves this by regularly communicating relevant information to college leaders and managers on the direction and progress of their various programs and initiatives. Likewise, with faculty and staff, the office actively supports and encourages the regular use of evidence and data in making operational decisions and the habitual practice of assessing progress at regular intervals.
- **Access and Community Connections** creates new pipelines into the community and develops partnerships with nonprofits, faith-based organizations and other local organizations to connect learners of all ages with College services. This department leads the College’s K-12 outreach area, developing and implementing partnerships with area high schools and administering grant-funded programming for elementary and high school students. This organizational unit also administers federally funded educational opportunity programs. Additionally, Access and Community Connections services the College’s Access Centers and supports educational and workforce programming at these off-campus partner locations.
- **Diversity and Inclusion** provides Collegewide leadership for diversity, equity and inclusion (DEI) efforts, including executive sponsorship and support for DEI professional development and engagement and student resource groups. With the support of the Diversity and Inclusion department, the College is committed to making sure each and every student succeeds and reaches their academic goals, which includes Tri-C’s students of color, Pell-eligible students, first-generation students and adult learners. The department also ensures the College promotes inclusive excellence throughout its operations by enhancing DEI in areas of employee recruitment and retention, professional development offerings, supplier diversity and community stakeholder engagement.

EXECUTIVE OVERVIEW

The College leadership and management must continuously monitor the local and national economic environment using internal and external sources. In addition, as a levy-funded school, county and local economic factors will influence the FY25 budget. Careful monitoring of economic conditions and detailed planning in response ensure that the College can construct a budget tailored to its strategic goals and plans. In addition to other planning projects, the College's planning documents include the long-range financial plans, the Integrated Facility Plan, the Collegewide Academic Plan and the annual budget.

Economic Environment Analysis

Property taxes, state appropriations and student tuition and fees are the College's principal revenue sources and support its operational needs and its ability to expand programs and pursue new initiatives. The viability of these revenue components is highly dependent on variables external to the College, such as unemployment rates, local and state economic conditions, legislative actions, county voter sentiment and others. The College's ability to manage fluctuations within these revenue sources and potential cost increases is vital to its continued success. The College's management utilizes performance metrics, which are indicators of financial strength that enable the College to balance fiduciary responsibility and achieve its mission, vision and values.

Of the 23 community and technical colleges in Ohio, Tri-C is one of only six that levies local taxes. Therefore, local property tax levies will help to mitigate financial challenges that may also be faced by other institutions in the state. Local property tax revenues are forecasted by evaluating housing market trends, tax collectability rates and the timing of property tax receipts. Property tax payments are typically due in two installments to the county in January and July of each year; however, some taxpayers may choose to pay their entire tax bill in January. Even though a significant portion of commercial construction in Cuyahoga County is tax-abated, the College does receive the benefit of other new construction, as countywide assessed values are projected to increase approximately 1% each year. Additionally, in November 2023, the voters of Cuyahoga County approved a renewal of the College's 2.1 mill levy with an increase of 0.4 mills. As a result of the tax value increase and the additional 0.4 mills, property tax revenue for FY25 is expected to increase by \$18.2 million (14.8%) from the FY24 original budget. The College received a half-year benefit from the additional millage in FY24 that could not be included in the FY24 budget, as it was voted on after the budget was adopted. However, it was planned as part of the College's long-range financial plan going into FY24.

The FY24-FY25 SSI funding formula is substantially the same as FY22-FY23, with 50% course completion, 25% success points and 25% based on other completion metrics. Within the state of Ohio's FY24-FY25 biennium budget, the SSI for community and technical colleges is increasing by 1.36% for FY24 and an additional 1.43% for FY25. Due to recent trends with the College's proportional share of the SSI, we anticipate a 2.5% reduction. As a result, SSI funding contributing to FY25 general fund operating revenues is budgeted at \$55.6 million, with total College receipts at \$60.6 million.

Enrollment in higher education across the nation has been declining since reaching peak levels in 2010. However, according to the National Center for Education Statistics, the downward enrollment trend is expected to wane, resulting in slight enrollment growth through 2030. In addition, the College has responded by reviewing educational models and business processes to ensure efficient and effective institutional operations while continuing to provide high-quality, affordable education

to students. At Tri-C, FY24 enrollment is expected to increase approximately 5.4% from the prior year, and we expect modest enrollment growth to continue in FY25. The state’s FY24-FY25 biennium budget allows for a \$5 per credit hour tuition increase and is included in the FY25 budget. As a result, the FY25 budget is approximately \$5.3 million (13.4%) higher than the FY24 budget.

State Initiatives Impacting the Budget

Ohio law requires all state institutions of higher education to maintain an efficiency officer who must provide the chancellor of higher education with an institutional efficiency report. Prior to 2022, as part of the efficiency report, institutions were required to provide listings of cost-saving and revenue-generation measures as well as how those dollars were reinvested to reduce the cost for students. While no longer required to be reported by state law, the College continues to track these items as Tri-C is continuously seeking more efficient and streamlined business processes to ensure we can continue to provide the resources required to support a high-quality education at a low cost for the residents of our communities. Between FY17 and FY23, the College identified and implemented a number of efficiency savings and resource generation measures that provided the College with an estimated \$187 million, which could be reinvested in initiatives to reduce the cost of education for students. In FY23, the College identified \$18.7 million in efficiency savings and resource generation available for reinvestment and provided about \$6.6 million.

Efficiency Savings Initiative		FY23 Savings	Reinvestment Initiative		Annual Amount
Fiscal Management of Staffing Expenses	\$	8,769,166	Financial Aid Investments	\$	154,152
Competitive Bid Savings		1,851,114	Expansion of Student Support Services		396,973
Bad Debt Expense Reduction		852,482	Additional Scholarships		1,115,662
Renegotiated Contracts		1,633,389	First Year Experience		1,080,627
Expiration of Capital Leases		2,104,887	Student Success Pool		960,658
Departmental Reorganizations		915,052	Mandel Scholars Scholarships		685,000
Fiscal Management of Operating Expenses		70,304	U-Pass Program		420,209
Credit Card Convenience Fee		563,262	Mandel Center Community Projects		515,031
Refunded Existing Debt		643,085	Student Life Contribution		226,322
Equipment Repurposing & Donations		77,900	Creation of Access Centers		200,000
Total Efficiency Savings	\$	17,480,642	Summer Internship Program		211,577
			15+ Perks Program		182,035
			ALEKS Software Staffing		85,230
			Predictive Analytics for Advising		205,260
			30 Credit Hour Standard		75,000
			Tuition Guarantee		45,000
			Care Team Cash		41,500
			TOTAL REINVESTMENT	\$	6,600,235
Resource Generation Initiative		FY23 Income			
Federal Stimulus Programs	\$	-			
Parking, Partnerships, and Facility Rental		710,487			
Textbook Efficiency		439,981			
Rebates & Equipment Sales		20,767			
Total Resources Generated	\$	1,171,235			
Total Available for Reinvestment	\$	18,651,877			

Ohio Higher Education Goals

Ohio faces an urgent and growing need for highly skilled, credentialed workers. There have been significant gaps between employer needs and worker knowledge and skills. In order to close those gaps, the “Attainment Goal 2025” was established. Since the establishment of the attainment goal, several strategies have been put into place to increase the number of Ohioans earning a degree or credential. These strategies include:

- Accelerating credential attainment by providing pathways to a credential for students in secondary education
- Strengthening pathways and removing barriers for adult learners to return to school and earn credentials

- Continuing to invest in college access, affordability and workforce alignment, with special attention given to programs that support economically disadvantaged students, adult learners and students of color
- Helping all students succeed in both going to and completing college

While these strategies have helped to improve degree and credential attainment across the state, more work is needed. Our FY25 budget is aligned with the following areas of focus recommended by the ODHE:

- Communicating the necessity and value of postsecondary credentials for the prosperity of individuals, communities and our state
- Working creatively and collaboratively to keep the cost of postsecondary education affordable
- Engaging adult learners, many of whom have earned some postsecondary credits but have not completed a certificate or degree, with particular attention to developing resources that would help adults choose pathways that best fit their interests and goals
- Increasing postsecondary opportunities for populations traditionally underrepresented in higher education, including racial minorities, adult learners, low-income students and rural students
- Employing evidence-based practices known to enhance student success — particularly those that have been shown to reduce equity gaps

FY25 Budget Strategy and Long-Range Planning

Internal and external resources, events and people shape the College's budget strategy. For example, the College conducts an economic-environmental analysis as part of its long-range planning process. Internal documents such as the College Strategic Plan, the six-year Capital Plan and the Strategic Access Plan also affect the development of the next fiscal year's budget. Additionally, careful analysis and updates must occur throughout the year to ensure the College remains on budget. The following section summarizes the fundamentals and assumptions utilized in developing the FY25 budget.

To be a transformational organization, the College must build institutional momentum and ensure that students are opportunity-ready, which can be achieved through building a culture of clarity, redesigning the student experience, and strengthening the value proposition of Tri-C. In order to create a framework for institutional momentum, the following goals will continue to drive our operations in FY25.

Goal 1: Develop and Drive Strategic Vision

- Build an exceptional and inclusive cabinet, developing systems to ensure all employee-oriented decisions and processes align with student success goals.
- Analyze student outcome data at cabinet level to determine priorities leading to student success strategies Collegewide.
- Build highly effective student-oriented culture that supports inclusive excellence.
- Develop effective communication plans to facilitate change management.

Goal 2: Ensure Relevance of Programs, Facilities and Services to People and Markets Served

- Build culture of inquiry and data through centralized strategy.
- Prioritize execution of comprehensive strategies.
- Engage in evidence-based student success reforms designed to improve transfer at scale, support teaching and learning as a priority and align programs with labor market to support Tri-C's diverse student population.
- Develop a Collegewide Academic Plan to better inform Integrated Facilities Plan and Strategic Enrollment Plan.
- Use Lean Six Sigma Methodology to analyze and improve enrollment processes.
- Prioritize review of academic advising, personal counseling and career development strategies to improve student academic experience and address rising mental health concerns.
- Examine and improve support to and success rates of students gaining workforce credentials — degree and non-degree seeking.

Goal 3: Ensure Sound Financial Environment

- Develop systems to ensure that all College resources — financial, informational and those accessed through external partnerships — align with the Tri-C mission.
- Demonstrate commitment to value proposition of community support by promoting and achieving passage of the November 2023 levy.

Goal 4: Increase College Visibility

- Build deep, mutually beneficial relationships with diverse partners, including employers, K-12 schools, four-year universities and political players.
- Position Tri-C as a thought leader by communicating how we use knowledge of student success strategies to lead internal transformational change and develop external partnerships with K-12 schools, universities, community-based organizations and employers.
- Enhance awareness of Cuyahoga Community College as driver and leading voice on economic and social mobility in Northeast Ohio.

Goal 5: Further Enhance Fundraising Approach

- Secure additional commitments from College supporters by effectively communicating realities of post-pandemic environment with transparency and candor.
- Strategically allocate and raise funds to support key student success goals.

Long-Range Plan and Major Budget Assumptions

The Long-Range Plan (LRP) provides predictions related to spending for the fiscal year and a detailed picture of our end-of-year fund balance. Serving as a comprehensive analytical tool that facilitates the allocation of available financial resources, the LRP comprises three years of budget versus actual history, adjusted budget information, year-to-date spending, prior financial forecasts, and current revenue and spending forecasts. Additional LRP schedules expand expense categories (e.g., salaries and benefits) to capture additional detail and can be disaggregated to provide a more thorough understanding of the relationships among cost categories (e.g., an increase in the number of full-time faculty generally results in a decrease in the total costs for part-time faculty). In order to ensure resources are allocated and redirected as necessary, the LRP is updated monthly.

The LRP serves as the foundation for short-term financial forecasting. The LRP forecasts major revenue and expense items with prior-year comparisons for the current fiscal year. Our LRP's resource allocation process ensures that the student success initiatives that make up the core of our Strategic Plan are not adversely affected by elective resource allocations to other areas. Once all major revenue and expenses are forecasted, any material variances from the budget or prior forecasts are researched and explained. An executive summary, which is included with the monthly LRP presentation, highlights major changes for further senior leadership discussion.

The Levy Long-Range Plan serves as the foundation for longer-term forecasting (five to 20 years) of revenue and developing various scenarios for anticipated expenses. The Levy Long-Range Plan uses our current budget (or forecast) as a foundation for forecasting future revenues and expenses, based on various assumptions. Assumptions are reviewed against current financial trends and adjusted as needed.

Property taxes, provided through two county levies, make up the largest portion of our operating revenue. The Levy Long-Range Plan enables us to determine if it will be necessary to request increases in levy millage rates to be put on the ballot for voter consideration. This is critically important because it takes a considerable amount of time to get an issue placed on the county ballot. We have two 10-year operating levies that must be approved by Cuyahoga County residents. Formatted in a highly detailed financial model, the Levy Long-Range Plan links expense forecasts and revenue estimates. Long- and short-term estimates are made based on anticipated revenue from the tax levies, student tuition and Tri-C's portion of the SSI, while expenses are forecasted based on bargaining contracts, non-wage contract provisions and trend analyses. A five-year version of the Levy Long-Range Plan is presented to the Board of Trustees for approval, along with the budget, in May of each fiscal year.

For FY25, the budget contains the following major assumptions:

- A slight 0.4% increase in credit enrollment
- A 2.5% reduction in the College's proportional share of the SSI
- Property taxes increasing due to the additional millage passed in November 2023
- Investment funding within each division to support unbudgeted initiatives
- Increased equipment and other capital funding

Cuyahoga Community College Operating Funds Financial Plan Summary Attachment A							
Account	FY24 Approved Budget	FY24 Forecast	FY25 Approved Budget	FY26 Projection	FY27 Projection	FY28 Projection	FY29 Projection
Beginning Fund Balance	101,975,133	101,975,133	109,386,891	103,354,015	87,147,057	65,115,049	41,791,109
County Levies	123,296,818	132,639,625	141,518,244	142,225,836	142,936,965	144,366,334	145,088,166
State Share of Instruction	57,579,568	56,763,932	55,597,544	55,597,544	55,597,544	55,597,544	55,597,544
Student Fees	39,236,281	42,765,377	44,490,546	44,680,417	44,871,047	45,062,439	45,975,466
Auxiliary Services	7,939,482	3,082,616	3,539,751	3,539,751	3,539,751	3,539,751	3,539,751
Workforce	10,808,467	9,798,842	11,272,737	11,398,438	11,526,654	11,657,434	11,790,830
Corporate College	3,757,408	3,452,041	4,060,939	4,142,158	4,225,001	4,309,501	4,395,691
Interest & Other Revenue	2,060,000	8,925,676	6,148,000	2,000,000	2,000,000	2,000,000	2,000,000
Total Revenue	244,678,024	257,428,109	266,627,761	263,584,144	264,696,962	266,533,003	268,387,448
Salary	124,298,650	118,582,720	126,678,407	130,787,109	134,715,390	138,277,952	142,769,170
Fringe Benefits	42,058,859	40,713,178	42,621,328	44,528,032	46,349,063	48,179,203	50,210,517
Software & Equipment Rental	14,217,502	13,735,768	13,852,246	13,609,466	13,279,665	13,471,327	13,460,110
Maintenance & Repair	7,429,993	7,607,741	7,752,789	7,985,373	8,224,934	8,471,682	8,725,833
Utilities	7,617,961	6,965,410	7,595,688	7,823,559	8,058,266	8,300,014	8,549,014
Supplies	2,909,418	2,783,162	2,898,353	2,985,303	3,074,862	3,167,108	3,262,122
Marketing	4,196,107	4,227,251	4,082,819	4,205,304	4,331,463	4,461,407	4,595,249
Other	15,128,938	15,516,428	19,748,746	20,239,304	20,744,579	20,765,013	21,301,059
General Fund Operating Expense	217,857,428	210,131,658	225,230,376	232,163,450	238,778,222	245,093,706	252,873,074
Auxiliary Services	7,300,525	1,981,803	2,350,466	2,350,466	2,350,466	2,350,466	2,350,466
Workforce	13,628,031	13,207,624	14,675,914	14,801,616	14,929,832	15,060,612	15,194,008
Corporate College	5,108,520	5,395,748	5,876,119	5,957,337	6,040,181	6,124,681	6,210,871
Total Operating Expense	243,894,504	230,716,833	248,132,875	255,272,869	262,098,701	268,629,465	276,628,419
Capital Allocations & Transfers							
Technology Plan	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Infrastructure Maintenance & Equipment	3,750,000	3,853,459	11,550,000	11,550,000	11,650,000	8,250,000	8,250,000
Equipment/Tech Allocations	4,100,000	4,203,459	11,900,000	11,900,000	12,000,000	8,600,000	8,600,000
HB 7 Debt Service	614,749	614,749	614,749	614,749	614,749	614,749	614,749
Brunswick Higher Education	1,128,958	1,128,958	212,180	212,305	212,350	212,314	212,197
Other Debt Service	10,525,735	10,525,735	10,527,912	10,518,256	10,530,248	10,527,496	10,537,186
Capital Plan Allocations	12,269,442	12,269,442	11,354,841	11,345,310	11,357,347	11,354,559	11,364,132
Other Allocations & Transfers	6,272,922	2,826,616	1,272,922	1,272,922	1,272,922	1,272,922	1,272,922
Total Cap. Alloc. & Transfers	22,642,364	19,299,517	24,527,763	24,518,232	24,630,269	21,227,481	21,237,054
Total Exp. Cap. Alloc & Trans	266,536,868	250,016,350	272,660,638	279,791,101	286,728,970	289,856,946	297,865,473
Ending Fund Balance	80,116,289	109,386,892	103,354,014	87,147,058	65,115,049	41,791,106	12,313,084

Beginning Fund Balance — This represents the fund balances from previous fiscal years that can be used to fund future fiscal years.

County Levies — Support from the citizens of Cuyahoga County helps to finance student education and keeps tuition affordable. In FY24, the College received a half-year benefit from the additional 0.4 mill levy passed in November 2023. In FY25, the College will receive a full-year benefit from that increase.

State Share of Instruction (SSI) — State operating support is based on a complex completion-driven funding formula, which is administered through the ODHE. The state of Ohio’s FY24-FY25 biennium budget included a 1.43% increase in the overall allocation for FY25. However, due to recent trends, we anticipate a 2.5% reduction in the College’s proportional share. As a result, Collegewide SSI is anticipated to be down 3% from the FY24 budgeted amount.

Student Fees — Student fees are a factor in any increases in tuition and fees and changes in enrollment. For FY25, we’ve assumed a \$5 per credit hour increase in tuition and fees and enrollment will follow our five-year forecast below.

ENROLLMENT TRENDS					
	2019	2020	2021	2022	2023
Annualized Full-Time Equivalent Students	14,773	13,534	11,625	10,503	9,884
% change	-2.8%	-8.4%	-14.1%	-9.7%	-5.9%

ENROLLMENT PROJECTIONS					
	2024	2025	2026	2027	2028
Annualized Full-Time Equivalent Students	10,414	10,456	10,498	10,540	10,582
% change	5.4%	0.4%	0.4%	0.4%	0.4%

Auxiliary Services — These fees are comprised of operations intended to be primarily self-supporting and provide auxiliary services or programmatic benefits to students (i.e., book centers, parking, food services, performing arts, Tech Prep and the nursing partnership with the Cleveland Clinic). These revenues are assumed to decrease by 55.4% in FY25 due to a change in the operations of the bookstores. After FY25, revenues are expected to remain stable for the remainder of the next five years.

Workforce — Revenues include fees from noncredit and credit instruction through employee training programs, professional development, lifelong learning opportunities and community service programs. Workforce revenues are forecast to increase by 4.3% in FY25 and then increase modestly each fiscal year thereafter.

Corporate College — These fees are generated through professional development training, facility rentals and the operations of Community Continuing Education. Corporate College revenues are forecast to increase by 8.1% in FY25 and then increase modestly each fiscal year thereafter. Expenditures include the direct costs associated with administration, noncredit instruction, marketing and technology. The expenses are forecast to increase by 15% in FY25 and are assumed to grow at approximately a 1% rate for the next five years.

Interest and Other Revenue — The College’s investment policy has been modified to coincide with changes allowed by the Ohio Revised Code, which allows community colleges to invest in equities. Due to recent market trends, revenues are forecast to increase significantly in FY25 and return to more modest levels each fiscal year thereafter.

General Fund Operating Expenditures — These represent the core operations of the College. The categories include instruction, academic and student services (i.e., faculty, libraries, admission and financial aid, academic computing); institutional support (i.e., administrative computing, personnel management, executive management, financial operations); and plant operations (i.e., utilities, public safety, building and grounds maintenance). Expenses are budgeted to increase by 3.4% in FY25, followed by increases of approximately 3% each of the next five years based on labor, contractual increases and inflation.

Auxiliary Services — These expenditures are associated with the operations intended to be primarily self-supporting and include the cost of management fees, wages and operating expenses. These expenditures are assumed to decrease by 67.8% in FY25 due to a change in the operations of the bookstores. After FY25, revenues are expected to remain stable for the remainder of the next five years.



Workforce — These expenditures include the direct costs associated with administration as well as credit and noncredit instruction. The expenses are forecast to increase by 7.7% in FY25 and are assumed to grow at approximately a 1% rate for the next five years.

Technology Plan — This represents the College’s investment in new or enhanced technology. The College will continue its \$350,000 investment plan in FY25 and for each fiscal year thereafter.

Infrastructure Maintenance and Equipment — This represents the College’s investment in small capital projects, infrastructure maintenance, sustainability and instructional and noninstructional equipment, including lab and classroom equipment, computers, furniture, vehicles, etc. Spending is planned at \$11.55 million in FY25, with additional dollars allocated over the next several years to support the College’s Integrated Facilities Plan.

HB 7 Debt Service — This represents the lease payments for energy efficiency building improvements required by the Ohio House bill.

Brunswick Higher Education — This represents the base rent payment for the Brunswick University Center campus in Brunswick, Ohio.

Total Debt Service — This represents the College’s debt service (principal and interest), including capital lease obligations and long-term debt.

Other Allocations and Transfers — These represent transfers to and from funds allocated for specific purposes (i.e., faculty travel, student success and expendable allocated funds).

Ending Fund Balance — This represents the beginning fund balance and the total revenue forecast minus the total forecasted expenditures. The FY25 expected ending fund balance will be utilized throughout the remainder of the levy cycle when expense growth begins to outpace revenue growth.

Administrative Responsibilities

The executive vice presidents (EVPs) are each responsible for incorporating the College’s mission, vision and values into the management of their division. The divisions align operating units with similar functions, as discussed in the [Major Operating Unit Overview](#). Ultimately, the EVPs are accountable for their respective divisions and, therefore, must develop and execute business plans that demonstrate stewardship of resources, mission fulfillment and compliance with regulatory agencies.

FY25 Organizational Unit Goals and Measures

MOUs align their goals, strategies and initiatives with the College's Strategic Plan. Each fiscal year, the annual budget is linked to the goals of all MOUs, and the College's goals are evaluated. During the planning process, any additional impacts on operating expenditures, goal adjustments, changes in economic conditions and sources of revenue are evaluated. Once the College's goals have been reevaluated, each of the MOU's goals is relinked to them during the budget development process. By maintaining the link between the goals, the College can ensure it is meeting the mission, vision and values outlined in the Strategic Plan.

Office of the President MOU

The Office of the President's primary goal is to exemplify the mission, vision and values of the College. Additional goals are to align the College's annual goals, support the Board of Trustees and provide Collegewide leadership and coordination for all local, state and federal legislation. Additional initiatives for the Office of the President include:

- Building an exceptional and inclusive cabinet to develop systems that ensure all employee-oriented decisions and processes align with student success goals
- Analyzing student outcome data at the cabinet level to determine priorities leading to student success strategies Collegewide
- Building a highly effective student-oriented culture that supports inclusive excellence
- Developing effective communication plans to facilitate change management
- Building a culture of inquiry and data through a centralized strategy
- Engaging in evidence-based student success reforms designed to improve transfer at scale, supporting teaching and learning as a priority, and aligning programs with the labor market to support Tri-C's diverse student population
- Developing the Collegewide Academic Plan to better inform the Integrated Facilities Plan and Strategic Enrollment Plan
- Using Lean Six Sigma methodology to analyze and improve enrollment processes
- Prioritizing the review of academic advising, personal counseling and career development strategies to improve the students' academic experience and address rising mental health concerns
- Examining and improving the support and success rates of students gaining workforce credentials
- Developing systems to ensure that all College resources, including financial, informational and those accessed through external partnerships, align with the Tri-C mission
- Building deep, mutually beneficial relationships with diverse partners, including employers, K-12 schools, four-year universities and political players
- Positioning Tri-C as a thought leader by communicating how we use our knowledge of student success strategies to lead internal transformational change and develop external partnerships with K-12 schools, universities, community-based organizations and employers
- Enhancing awareness of Tri-C as a leading voice on economic and social mobility in Northeast Ohio
- Securing additional commitments from College supporters by effectively communicating the realities of a post-pandemic environment with transparency and candor
- Strategically allocating and raising funds to support key student success goals

Corporate College will employ the following strategies to achieve its goal of increasing the level of engagement with the business community through both the number of businesses served and the revenue from serving those businesses:

- Identifying third-party funding sources
- Positively impacting the student/client experience by providing state-of-the-art classrooms and conference rooms, technology and content, along with premier concierge services and food and beverage options
- Recruiting, selecting and developing a diverse group of instructors, facilitators and consultants
- Broadening virtual, online, blended and instructor-led course offerings in the Organizational Development, Quality and Continuous Improvement and Professional Development program areas
- Establishing the Center for Entrepreneurs, offering cohort-based curricula for entrepreneurs, workshops, a speaker series and access to resources designed to empower, elevate and lead to the execution of business success strategies for entrepreneurs
- Operating a Podcast Studio to provide affordable access to recording, editing and producing podcasts designed to communicate the messages of businesses and entrepreneurs
- Engaging with nationally recognized associations and organizations to offer industry-recognized training, certification programs and credentials
- Leading business development outreach efforts to build new client relationships and deepen current client relationships in Conference and Hospitality Services, Professional Development and Client Solutions and Customized Training
- Continuing community engagement through virtual and in-person programming through Community Education and Encore 55+ Learning

FY25 Corporate College Select Revenue Targets (in Millions)					
	FY23 Target	FY23 Actual	FY24 Target	FY24 YTD (01/31/24)	FY25 Target
Contract Training	\$1.19	\$1.01	\$1.12	\$0.28	\$1.08
Facility Rental	\$1.00	\$1.98	\$1.60	\$1.18	\$0.75
Open Enrollment	\$1.25	\$1.37	\$0.70	\$0.37	\$2.23
Total Revenue	\$3.44	\$4.36	\$3.42	\$1.83	\$4.06



FY25 Corporate College Select Enrollment Targets					
Number of Students per Program					
	FY23 Target	FY23 Actual	FY24 Target	FY24 YTD (thru 02/29/24)	FY25 Target
Professional Development	145	677	372	540	426
Org Effectiveness	278	339	278	289	278
Quality Improvement	67	114	67	45	67
Center for Entrepreneurs				52	262
Podcasting Studio				5	32
Community, Adult and Education Programs	457	544	618	242	
Encore - Senior Adult Education	2,525	4,227	1,815	3,257	1,498
Total Students	3,472	5,901	3,150	4,430	2,563
*Final totals include contract training enrollment but are excluded from targets due to uncertainty					

Administration and Finance MOU

In FY25, A&F will continue to promote affordable educational opportunities, enhance technologies to support the success of students, faculty and staff, provide programs to support employee well-being, and provide a safe, clean and secure learning, working and teaching environment. Through collaboration and excellent service to both internal and external stakeholders, the five diverse A&F departments will continue to support the mission of the College through a variety of initiatives and strategies.

- **Finance and Business Services** administers high-quality student services, such as textbook assistance, campus dining and retail operations, and identifies new revenue sources and cost containment strategies to reprioritize funding toward student-focused initiatives. It also negotiates and manages contracts for their total value. The FY25 strategies and initiatives include:

- Ensuring transparent and sound budgeting and financial planning processes that align with the state’s budget priorities and support the College’s long-term financial stability
- Expanding affordable textbook and course material options available to students
- Implementing and expanding programs that promote student retention through student debt management and forgiveness
- Integrating the College’s diverse professional relationships into its day-to-day business operations
- Maximizing financial resources and operational efficiencies for reinvestment in student-centered programs

Finance and Business Services utilizes the following ratios to gauge the performance of their goals:

Finance and Business Services Performance Metrics					
Measure	FY23 Target	FY23 Actual	FY24 Target	FY24 YTD	FY25 Target
Bad Debt as a Percentage of Tuition and Fees	<1%	<1%	<1%	<1%	<1%
Student Textbook Savings (%)	24.00%	44.00%	26.00%	74.00%	28.00%
Customer Satisfaction - Barnes and Noble	>90%	89%	>90%	>90%	TBD
Senate Bill 6 Composite Ratio *	3.00	4.20	3.00	4.00	3.00
*Senate Bill 6 Composite Ratio is calculated prior to the effects of GASB 68					

- **Campus Police and Security Services** currently maintains full accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). The department is a service-oriented, professional police agency committed to providing a safe and secure campus environment for students, staff, faculty and visitors through crime prevention training and informational resources and by working in partnership with local authorities. In FY25, the department will continue to support safety at the College and in surrounding communities by introducing, facilitating and expanding security training for community partners and organizations, including the Run. Hide. Fight. active shooter response paradigm.
- **Human Resources** provides expertise and Collegewide guidance on topics including employee relations, benefits, professional development, wellness and talent acquisition. A Collegewide collaborative approach enables the department to foster a culture that inspires excellence and engages people to fulfill the College’s mission. The department:

- Fosters employee success by encouraging a culture of excellence through learning and creativity while enhancing consistency through the creation of best-in-class programs and tools
- Develops specific, comprehensive outreach tactics and strategies to build pipelines for the recruitment of College faculty and staff to make Tri-C an “employer of choice”
- Protects the College through risk avoidance and compliance with all labor laws, regulations and collective bargaining agreements
- Promotes employee wellness and well-being through the administration of the College’s Total Rewards (benefits) programs and the Tri-C Health and Well-Being Program
- **Information Technology Services (ITS)** empowers students, faculty and staff by delivering access to the newest and most innovative technology and providing a safe and secure computing environment. With a focus on continuous improvement and customer service, ITS supports the success of Tri-C employees and students by:
 - Collaborating with departments throughout the institution to ensure the best possible systems are used to store, analyze and share data
 - Working with Collegewide partners to help bridge the digital divide for our students
 - Leveraging existing IT systems to support efficient scheduling and appointment management for advising, counseling and other support services
 - Fortifying the College’s information technology infrastructure and security to support and protect students, faculty and staff

Information Technology Services utilizes the following ratios to gauge the performance of their goals:

ITS Performance Metrics					
Measure	FY23 Target	FY23 Actual	FY24 Target	FY24 YTD	FY25 Target
Help Desk: First Call Resolution	85.00%	96.05%	85.00%	96.72%	85.00%
	85.00%	99.23%	85.00%	99.32%	85.00%
Greenhouse Gas Inventory (Metric Tons)	99.99%	99.99%	99.99%	99.99%	99.99%
Cleanliness - Customer Satisfaction	100.00%	100.00%	100.00%	100.00%	100.00%

- **Capital, Construction and Facilities** provides state-of-the-art learning environments to enhance the student experience, maintains a comfortable, safe and beautiful environment throughout the College, and offers best practices in the areas of asset management and mailroom operations. In FY25, the department will continue collaborating with stakeholders from across the College to develop the direction and strategy for the future physical footprint of the College by analyzing the implementation timeline of the Integrated Facilities Plan. Through its ongoing sustainability initiatives, the department also ensures the College’s learning, teaching and working environments are healthy and efficient and support a greener future. The department utilizes the following ratios to gauge the performance of their goals:

Capital, Construction and Facilities Performance Metrics					
Measure	FY23 Target	FY23 Actual	FY24 Target	FY24 YTD	FY25 Target
Waste Diverted from Landfill	28%	30%	29%	28%	30%
Greenhouse Gas Inventory (Metric Tons)	50,958	25,714	48,564	TBD	46,170
Cleanliness - Customer Satisfaction	>85%	85.2%	>85%	82%	>85%

In conjunction with the College’s mission and the president’s vision, these goals and metrics promote affordable educational opportunities, the best possible student experience, an engaged, professional workforce and expanded opportunities for the College community at large. They are designed to not only build upon the successes and achievements of the division’s past but also to help position the College for a successful future.

Access, Learning and Success MOU

AL&S continues to align its work in moving the dial on student success with the Collegewide strategic plan. To ensure Tri-C continues to increase the academic success and completion rates of its students, AL&S initiatives for 2024-2025 include:

- Strengthening AL&S leadership and divisional partnerships to remove barriers and create a stronger, more collaborative approach to employee and student support
- Continuing to define and refine Collegewide metrics, using current, predictive and historical data to drive process improvement for student success
- Collaborating with the Integrated Communications department and other divisions to build thoughtful and respectful communication plans spanning a variety of modalities to ensure all constituent groups receive timely, consistent and accurate information about new College initiatives
- Leading professional development and strategy formation with College deans through the Deans Institute
- Using AL&S scorecards to develop, monitor and assess progress on strategic priorities and projects
- Leading and implementing evidence-based student success reforms (e.g., creating a new advising system, identifying 21st-century goals within humanities courses, creating mandatory checkpoints to provide individualized support)
- Leading a Kaizen enrollment process review project and implementing proposed outcomes
- Collaborating with nationally recognized experts, including the National Academic Advising Association, to review and create a comprehensive advising system that supports academic and career advising as well as mental health counseling
- Collaborating with Workforce to create new short-term certificates, embedded certificates and post-degree credentials
- Developing new programming and seamless pathways between credit and noncredit disciplines
- Utilizing a division-wide approach to managing financial resources that ensures alignment with strategic goals while maximizing efficiencies and eliminating redundancy
- Partnering with A&F to plan several years of strategic priorities, student programs, etc., in relation to the overall operating budget



- Strengthening K-12 and university partnerships to create seamless transitions and maximize academic and financial support for successful matriculation from K-12 to Tri-C to a four-year institution
- Expanding partnerships within the community to increase awareness and build new enrollment opportunities
- Continuing to implement the new “school” model approach to academic programs at Tri-C, realigning leadership and faculty for an improved student experience, a more collaborative and effective Collegewide schedule, and greater staff and financial efficiencies
- Expanding the alignment and partnerships with key regional organizations like Cleveland State University, the Ohio Association of Community Colleges, Team NEO, CMSD, the Greater Cleveland Partnership and others to promote the value proposition of the community college workforce and credit education to students, industry, business and government and to support our equity and transfer agenda
- Informing and collaborating with the Cuyahoga Community College Foundation to identify priority needs for external funding that align with the Collegewide Academic Plan and promote student success

Workforce, Community and Economic Development Division MOU

FY25 Workforce, Community & Economic Development Select Revenue Targets (in Millions)					
	FY23 Target	FY23 Actual	FY24 Target	FY24 YTD (thru 1/3/24)	FY25 Target
Contract Training	\$0.97	\$0.54	\$1.12	\$0.34	\$0.97
Facility Rental	\$0.11	\$0.11	\$0.04	\$0.03	\$0.06
Open Enrollment	\$3.85	\$3.24	\$5.17	\$3.13	\$5.26
State Subsidy	\$4.71	\$4.38	\$4.81	\$2.97	\$4.99
Total Revenue	\$9.64	\$8.27	\$11.14	\$6.47	\$11.28

WCED will be a driver in talent development and training for those who are employed by others and those who employ themselves. A strong workforce and entrepreneur pipeline will fuel economic development in the region and economic mobility for our students. We will collaborate on key, innovative workforce strategies, which include using emerging labor market demands to align Tri-C programs and credentials to industry needs throughout the region, developing deeper strategic and structural partnerships with businesses and industries, and centralizing employer engagement strategies across all parts of the College. These innovative workforce strategies will help drive outcomes and build momentum within a post-pandemic refresh of strategies, structures and systems.

- **Workforce Partnerships** focuses on developing deeper, more strategic partnerships with business, industry and community stakeholders:
 - Streamlining and centralizing employer engagement across the College
 - Emphasizing the importance of workforce education to students, employers and the community
 - Increasing the engagement and enrollment in Workforce Training programs through strategic, targeted recruitment and outreach efforts

- Partnering with Tri-C subject matter experts to create new opportunities for credential attainment and develop new programs
- Conducting targeted outreach to maintain, grow and strengthen relationships with employers and in growing sectors throughout Northeast Ohio
- **Computer Science** will focus on increasing graduation rates and improving student satisfaction by utilizing and measuring the following to ensure success:
 - Serving as a hub for 21st century skills training
 - Amplifying student success stories
 - Promoting diversity and inclusive excellence through engaging tech activities
- **The Workforce and Continuing Education** programs are designed to encourage candidates to maintain, grow and diversify their skill sets by offering flexible, configurable pathways to validate skills and recertify existing certifications. This will result in IT professionals bringing value to their organization and the industry by maintaining their status as Cisco professionals.
- **Advanced Manufacturing and Engineering** will support access for all students by:
 - Developing a high engagement process to ensure student success
 - Increasing foundational career skills training in the Workforce Training programs
 - Identifying the number of engineering students captured in AAS degrees and increasing manufacturing and engineering graduation rates
 - Leveraging partnerships with industries to increase employment opportunities for students
 - Expanding training programs to support industry growth
 - Providing remote training support to industries and the community via the Citizen's Bank Mobile Training Unit
- **Health Industry Solutions** will focus on increasing program completion rates and the attainment of industry-recognized certifications by supporting students' needs throughout their academic journey and building a talent-ready workforce by:
 - Connecting students to resources for:
 - Technology needed for coursework
 - Financial support for tuition, books and course materials
 - Social drivers of work
 - Social determinants of health
 - Developing innovative training solutions for clients that align with their time frame and budget requirements
 - Offering on-site health care simulation and skills labs, virtual classrooms, and instructor-led virtual and instructor-supported online and hybrid classes
 - Promoting diversity and inclusive excellence in our workforce by engaging students who have not identified college as their next step



- Using the College’s resources and social capital to amplify student success stories to all stakeholders in higher education, philanthropic and business communities
- **Public Safety** will achieve its goal of increasing the number of certificates awarded by:
 - Creating additional industry-recognized short-term certificates
 - Seeking out more partnerships to assist in closing equity gaps
 - Increasing opportunities for high school students to enroll and complete short-term certificates and summer public safety career academies
 - Utilizing state-of-the-art virtual reality tools to enhance learning and training
- **Hospitality Management** will continue to focus on student and industry success by expanding the available opportunities for students to earn degrees, certificates and industry credentials while also increasing community awareness of the program by:
 - Expanding outreach and recruitment specifically targeted to serve underrepresented and underserved populations and expanding student access for:
 - High schools of first-generation, modest income and minority populations
 - Students from all ProStart vocational culinary programs in the region
 - Students of the Tri-Heights Consortium vocational culinary program
 - Employees of current industry partners
 - Students who have shown interest but have not applied or registered
 - Reach Scholars (formerly foster populations)
 - College Credit Plus students
 - Continuing to expand our portfolio of industry partners and deepening integrations
 - Maintaining the department’s high level of special event and industry involvement to ensure student success
 - Strengthening our connections with four-year partner institutions to provide seamless transfer pathways to degrees
 - Fostering new business integrations that support rigor and relevance in our curriculum and maintain alignment with in-demand jobs in the region.
 - Contracting food service, country clubs and ghost kitchens to expand opportunities
 - Engaging new community and industry partners that bring greater inclusion and diversity into the context of hospitality management programming
 - Identifying opportunities where departmental expertise and/or resources can assist in community development or improved well-being
 - Creating innovative pathways designed to integrate credit and noncredit programming.

FY25 Workforce, Community & Economic Development Select Enrollment Targets					
Number of Students per Program					
	FY23 Target	FY23 Actual	FY24 Target	FY24 YTD (thru 02/29/24)	FY25 Target
3D Additive Manufacturing	150	212	283	68	213
3D Additive Manufacturing Non-Credit	48	18	98	1	98
Building Construction Certificate	18	-	18	66	18
Cisco Technical Training Institute	93	114	101	115	109
Cleveland Cliffs Credit			60	-	30
Cleveland Cliffs NC			12	43	104
Digital Design NC	123	301	222	178	336
Drone Training NC	54	51	54	57	64
Emergency Dispatcher NC	34	11	17	10	26
Fire Non-Credit	1,897	1,840	1,897	1,368	1,868
Fire Training Academy	1,064	925	1,064	1,036	1,064
First Energy	336	189			
Ford	208	14	127	-	
Ford NC	288	118	288	-	
Howmet Credit	24	-	18	-	
Howmet NC			49		-
Industrial Maintenance Tech (IMT)	293	434	297	298	298
Industrial Maintenance Tech (IMT) NC	25	16	26	3	10
Information Technology (Online & Fast	59	78	89	42	62
Integrated Systems NC	6	9	6	77	6
JATC	10,640	10,603	10,640	6,933	10,750
Warehouse & Distribution	174	70	148	39	122
Machine Trades (MAT)	177	183	177	120	177
NEORS Credit			54	34	110
Nuts & Bolts Academy	98	74	98	55	136
Police and Security Academies	340	156	356	124	280
Police Non-Credit	1,300	1,091	871	614	781
Precision Machining Technology (PMT)	129	76	192	91	192
Transportation Center	102	260	134	211	126
WCED Healthcare	315	370	397	212	382
Welding	212	245	214	285	316
Welding NC	10	-	10	1	4
Youth Tech Academy/Adv Tech Academy	1,254	1,186	1,428	1,152	1,311
Youth Technology Academy NC	100	91	100	136	150
Total Students	19,571	18,735	19,545	13,369	19,143
*Final totals include contract training enrollment but are excluded from targets due to uncertainty					

Strategy MOU

The Strategy Division will establish accountability measures to fulfill the mission-conscious strategic goals and initiatives of the College, focusing on advancing student success, improving the employee experience, and deepening Tri-C's community engagement strategies.

In addition, the Institutional Advancement Council, under the leadership of the Strategy Division, is setting criteria for vetting new initiatives, programs and partnership opportunities to ensure alignment with the established presidential and divisional goals.

- **The Office of Institutional Progress and Effectiveness** provides an overarching integration framework — or Master Strategic Plan — that conveys how all the College strategies are reinforcing one another in a direction toward agreed-upon goals.
 - The Office of Institutional Research encourages and supports the use of data and action analytics by identifying and addressing strategic questions and facilitating the evolution of an evidence-based organization with collaborative research and evaluation in the service of student success. This includes:
 - Conducting an analysis related to enrollment, internal reporting in all credit and noncredit areas of academic and student affairs, and serving as a resource for the college community
 - Fostering a culture and building an environment that empowers users to utilize data for decision-making
 - Providing analysis for new initiatives
 - Providing data integrity, access and self-service, enabling a culture of data-driven and results-based decision-making
 - Administering national surveys, distributing an analysis of the Community College Survey of Student Engagement, the Survey of Entering Student Engagement and a Ruffalo Noel Levitz survey, and designing and administering internal ad-hoc surveys
 - Providing evaluation and data/report requirements for external grants
 - Delivering reports for federal, state and other external requirements (compliance)
 - Conducting external research and analysis into various markets and industries (environmental scanning, trend analysis and competitive intelligence)
 - Providing market-driven intelligence from the region that informs our forecasting models
 - Developing and delivering modeling reports based on economic forecasts (e.g., EMSI)
 - Comparing the College with benchmark organizations (e.g., Johnson County Community College) and determining improvement targets
 - Directing the College's ongoing quality and process improvement efforts leading to accreditation
 - Providing a program review and departmental reporting (e.g., methodology, data)
 - Developing and delivering the College's Strategic Plan
 - Providing an ongoing process of review, measurement and improvement

- **Access and Community Connections** continues to enhance access to education for all students and community members, ensuring inclusivity and removing barriers to in-demand educational and workforce training opportunities. The FY25 work plan includes:
 - Cultivating and strengthening Strategic Community Partnerships with educational institutions, community-based organizations, government and public entities, faith-based institutions and employers to better meet adult student needs and enhance the quality of life in the region. This includes refining the Access Centers and Job Hub strategies to meet the needs of our community and employers.
 - Leveraging Tri-C's Access Centers and Job Hubs to serve as hubs for justice-involved individuals, providing them with information about educational opportunities, enrollment assistance, and support services. These centers could also offer workshops and seminars on topics relevant to this population.
 - Fostering student success by implementing support programs that address students' basic needs, such as child care assistance, transportation support and food security. These goals align with Tri-C's strategic plan and the critical role of community colleges in supporting students' diverse needs while fostering a strong connection with the local community.
 - Improving communication to promote transparency, accountability and inclusion with internal and external college partners.
- **Diversity, Equity and Inclusion (DEI)** will expand its work with Tri-C by creating a sense of belonging among faculty, staff and students through trust, respect and confidence. To ensure Tri-C creates a sense of belonging and welcomes all, DEI's initiatives for 2024-2025 include:
 - Determining the perceptions of faculty, staff and students regarding DEI
 - Determining DEI gaps for faculty, staff and students by engaging in a climate survey and closing the identified gaps
 - Understanding the workforce metrics of faculty and staff, along with the student and academic pipeline of enrollment
 - Closing the workforce and student enrollment gaps through recruitment efforts
 - Continuing to take deep dives into DEI efforts as a way of enhancing the overall Collegewide experience for all
 - Embed a culture of inclusivity, civility and respect by building upon and prioritizing the work of the Stand for Racial Justice alliance
 - Intended outcomes for employees:
 - Improved employee recruitment and retention
 - Improved student engagement and satisfaction
 - More informed and engaged employees in terms of equity and inclusion practices
 - Increased culturally informed teaching
 - Decreased number of employee concerns and complaints
 - Intended outcomes for students:
 - Increased student retention by fostering a sense of belonging
 - Supported student self-advocacy and civic responsibility by embedding them into the FYE course

- More informed and engaged students in equity and inclusion practices
- Decreased number of student concerns and complaints
- Intended outcomes for the community
 - Increased number of students employed
 - Increased student employment retention
 - Increased supplier diversity metrics

Service Level Changes

The changes in service levels across the College from FY24 to FY25 provide additional benefits to the students, faculty and staff. The FY25 Summary of Service Level Changes table below summarizes the planned Collegewide Changes in service levels from FY24 to FY25.

FY25 Summary of Service Level Changes	
MOU	Service Level Change
President	<ul style="list-style-type: none"> • Continue the transition to a centralized one-college model that will provide a more coherent approach to programs of study. • Simplify recruitment and enrollment processes, as well as our organizational hierarchies and naming conventions, to make it easier for students to find the help they need and for faculty and staff to more effectively direct those seeking assistance. • Develop and integrate the newly formed Office of Strategy into the College structure
AL&S	<ul style="list-style-type: none"> • Continuing implementation of KAIZEN enrollment review recommendations. • Continuing the implementation of the school model. • Finalizing our first ever academic plan and begin roll out. • Reviewing the results of our NACADA Counseling and Advising Review and determining next steps.
A&F	<ul style="list-style-type: none"> • Operate under a new agreement for the College’s bookstores. • Implement new and expand existing opportunities for student debt forgiveness. • Assess and plan for the implementation timeline of the Integrated Facilities Plan. • Leverage the College’s IT systems to support efficient scheduling and appointment management for advising, counseling and other student support services. • Continue implementation of the Five-Year Supplier Managed Services Economic Inclusion Plan. • Ensure contracts and purchases are negotiated for total value and directly serve the institutional mission.
WCED	<ul style="list-style-type: none"> • Using emerging labor market demands to align Tri-C® programs and credentials to industry needs throughout the region • Developing deeper strategic and structural partnerships with business & industry • Centralizing employer engagement strategy across all parts of the College • Engaging employers and adult learners through a talent pipeline supported by alternative credentials and accelerated programs • Embedding career readiness across the Tri-C educational experience
Strategy	<ul style="list-style-type: none"> • Continue to develop and integrate this new College area into FY25, along with any associated reorganizations.

BUDGET DEVELOPMENT

The College's budget development process involves staff across the organization, including the Budget Unit Leaders, campus presidents' offices, the Office of Planning, Budget and Strategic Support, administration, the treasurer, the College president, and the Board of Trustees. The process is organized and coordinated by the Office of Planning, Budget and Strategic Support. The budget development process is continually evaluated in order to meet regulatory requirements, Board specifications, management requests, software advances and modeling techniques. The following section outlines the College's budget development process and budgetary controls.

Basis of Accounting

The College's general ledger is maintained on a cash and accrual basis throughout the year. At month-end, the College follows the "business-type activities" reporting requirements of Governmental Accounting Standards Board (GASB) Statement No. 35, which provides a comprehensive Collegewide look at the College's financial activities. The statements are prepared on an accrual basis and present the assets and liabilities of the College, both financial and capital and short- and long-term. They also present the revenues and expenditures of the College during the period, regardless of when cash was received or paid. Collectively, the statements provide information regarding the College's financial condition as of the period defined, as well as the results of its operations and cash flows for the end of the period. At year-end, the financial statements are prepared according to Generally Accepted Accounting Principles (GAAP), as presented in the College's audited year-end financial statements.



Basis of Budgeting

The College budget is prepared according to Ohio law on a modified cash basis. The modified cash basis approach provides meaningful results when comparing actual results to the budget and demonstrates compliance with the state's statutes. The major variances between a modified cash basis and an accrual basis are the timing of recording revenue, expenditures and encumbrances. The modified cash basis is the method commonly used by government agencies that combines accrual basis accounting with cash basis accounting. Using a modified cash basis, revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

Cash vs. GAAP Basis of Accounting		
Item	Cash Basis	GAAP
Revenues	Recorded when received	Recorded when susceptible to accrual
Expenses	Recorded when paid	Recorded when the liability is incurred
Encumbrances	Treated as expenditures	N/A

Regulatory Environment

The College operates in a highly regulated environment and adheres to all legal statutes in the Ohio Revised Code (ORC), federal law, local regulations and actions from the College's Board of Trustees, who are appointed by the governor and the Cuyahoga County executive. Additional standards are promulgated from the following sources:

- External Financial: Attorney General; Department of Administrative Services; Donor/Grant Agreements; Financial Accounting Standards Board; GAAP; GASB; Ohio Office of Budget and Management; the ODHE; and the state of Ohio.
- External Human Resources: Alternative Retirement Plan; Americans With Disabilities Act (ADA); Collective Bargaining Agreements; Department of Education; Family Educational Rights and Privacy Act; Health Care and Education Reconciliation Act; Health Insurance Portability and Accountability Act; Office of Federal Contract Compliance Programs; Ohio Public Employees Retirement System (OPERS); Patient Protection and Affordable Care Act; State Teachers Retirement System (STRS); local health, building and municipality regulations and ordinances.
- External Quality and Management: American Association of Community Colleges; Government Finance Officers Association; Higher Learning Commission; League for Innovation in the Community College for guidance and best practices; and the National Association of College and University Business Officers.
- Internal: The Board of Trustees approves the annual budget.
- External Occupational Environmental Health Safety: Department of Labor (includes Equal Employment Opportunity Commission; Family and Medical Leave Act; Pregnancy Discrimination Act; Age Discrimination in Employment Act (ADEA); Environmental Protection Agency; U.S. Food and Drug Administration; Occupational Safety and Health Administration; Public Employment Risk Reduction Program; Bureau of Underground Storage Tank Regulations; and National Fire Protection Association).

When developing their budgets, each department will consider all of the regulatory requirements they are responsible for to ensure the College has sufficient resources to remain in compliance.

Budget Model

Planning, Budget and Strategic Support maintains a model to assist with the College's budgeting and forecasting. The model utilizes historical revenue and expenditure trends, requested operating unit funds, internal activity data and external market data. The data is cross-analyzed and combined with long-range plan objectives to model future revenues and expenditures.

Since the College has a diverse revenue stream, the model must capture data from the ODHE, Cuyahoga County, the state of Ohio, the student enrollment forecast, various grants, the student financial assistance office, the cash management office and other market sources. The model factors in the aforementioned revenues and adjusts for anticipated market influences and restrictions.

The expenditures in the model also utilize the student enrollment forecast, the student financial assistance forecast, the utility forecast, organization unit fund requests, treasury activity and other external drivers. The model projects the expenditures and then adjusts for market conditions, fund limitations and capital initiatives.

Additional internal activities revolve around gathering historical and forecasted revenue and expenditure trends for the auxiliary operating units, quasi-auxiliary operating units and various long-range plans. The operating units must provide a detailed forecast since the ultimate goal of the auxiliaries is to be self-sustaining.

Budget Development Process



The College's fiscal year corresponds with the state's July 1 through June 30 fiscal year. For certain local tax budget purposes, a fiscal year of Jan. 1 to Dec. 31 applies, and local property taxes are levied and collected on a calendar year basis. The College maintains a total budget that consists of operating funds (consisting of the general fund, Workforce, Corporate College, auxiliary services and debt service, capital operations and other transfers), restricted funds, a bond retirement fund and capital funds. The general operating fund expenditure budget includes instruction and research, libraries, student services, institutional support, plant operation and maintenance, student financial assistance, public service, and mandatory and nonmandatory transfers. The auxiliary services budget includes all revenues and associated expenditures incurred by the book centers, parking and food service operations as well as all quasi-auxiliary funds that are not entirely and/or consistently self-supporting. The Workforce and Corporate College budgets include all revenues and associated expenditures related

to noncredit and credit instruction, professional development training, facility rentals and the operations of Community Continuing Education. The restricted fund budgets include all revenues and expenditures supported by specific grants, financial aid, contracts, gifts and donations. The bond retirement fund includes all revenues and expenses associated with the debt service of the College's general obligation bonds. Finally, the capital funds include all revenues and expenses associated with capital improvements throughout the College. Ideally, the net result of all budgets should be zero or positive. Tri-C historically maintains a balanced budget. By definition, the operating expenditures for all funds during the current fiscal year cannot exceed the resources available, including fund balances rolled over from prior fiscal years. FY25 is no exception, as presented in the FY25 Financial Dashboards.

The linking of the College goals to measurable objectives is critical to responding effectively to the needs of the community. As such, the president requires major budget units to submit a comprehensive budget package to Planning, Budget and Strategic Support, including a full-time staffing plan, an enrollment plan, an operating plan and an equipment request. For FY25, each division was given a budget allocation. Submitted budgets were required to be at or below the allocation.

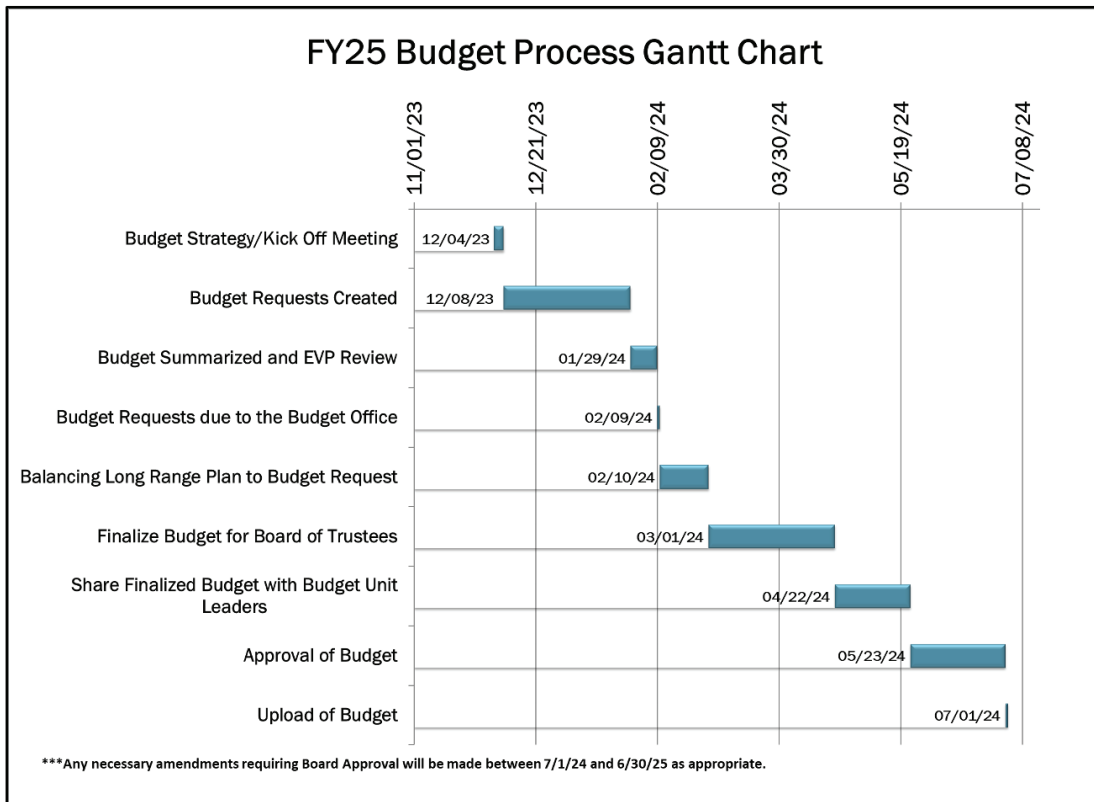
Resource Development coordinates the restricted fund (grants) efforts and submits an overall restricted fund "budget package" and strategy to the EVPs for their review, approval and submission to the president.

Auxiliary and quasi-auxiliary operations must also prepare a budget package. These operations are intended to be self-supporting. The revenue generated, based on estimated enrollment or service levels, must be evaluated prior to the development of individual budgets. These operations are important since they allow the College to provide services to students and the community that the College may not otherwise be able to offer (e.g., bookstores, food service, parking and noncredit training).

As part of the budgeting process, allocations for capital projects are also reviewed. Proposed capital projects are assessed against the Academic and Facility Master Plan and approved by the Board of Trustees. Annually, the president and relevant staff review and prioritize project requests against resources available through internal funds, state capital appropriations or financing.

Every other year, the College prepares and updates its six-year capital improvement program. This provides the basis for a state capital appropriation request submitted to the ODHE. The request identifies the projects proposed to be financed with state appropriations and the purpose, priority, amount and source of funds for these projects. The ODHE and the Ohio General Assembly may approve, modify or decline aspects of the College’s requested capital appropriation programs.

The Board of Trustees reviews expenditure budgets annually for all operating funds, restricted funds, the bond retirement fund and capital funds. The Board adopts these budgets and a five-year financial plan, based on the recommendations of the president and the treasurer. The Board may modify the budgets



Budget Ownership

The EVP of administration and finance/treasurer reports to the president of the College. The EVP/treasurer, appointed by the Board of Trustees, is the College's chief financial officer and treasurer of the Board. The chief financial officer provides budget and financial reports to the Board of Trustees Management Committee and the president. Fiscal accountability for the College is achieved by measuring the College's budget performance against its annual plan and trend analysis. The EVP/treasurer has primary stewardship responsibility for financial forecasting, reporting and investing activities for the College. The EVP/treasurer ensures financial integrity and the appropriate use of public and private funds in compliance with all stakeholder interests. The annual external independent financial audit includes opinion statements on the financial statements and the College's system of internal controls in compliance with GASB and other audit standards.

Amending the Budget

As a matter of policy, the College's enterprise resource planning (ERP) system automatically monitors and controls budget compliance and adjustments. The ERP will allow the College's organizational units to amend expenditure budgets as long as the changes do not exceed their original authority to spend as granted by the Board of Trustees. We expect FY25 operations will be within the guidelines of the budget presented to the Board of Trustees for approval. However, should an additional expense budget be required, we will present such amendments to the Board of Trustees for approval. Once approved, the College must submit a revised certificate of estimated resources to the Cuyahoga County fiscal officer.

FY25 APPROVED BUDGET

The culmination of the budget development process is the Board of Trustees' approval of the budget. There are many layers to the College's approved budget due to the size and scope of its operations. To manage the activities, the College categorizes the budgets by fund type. Then, to manage the funds, the College utilizes organization units that are consolidated into four MOUs. The following section provides a comprehensive review of the College's FY25 approved budget, broken down by fund type, revenue source and expenditure classification.

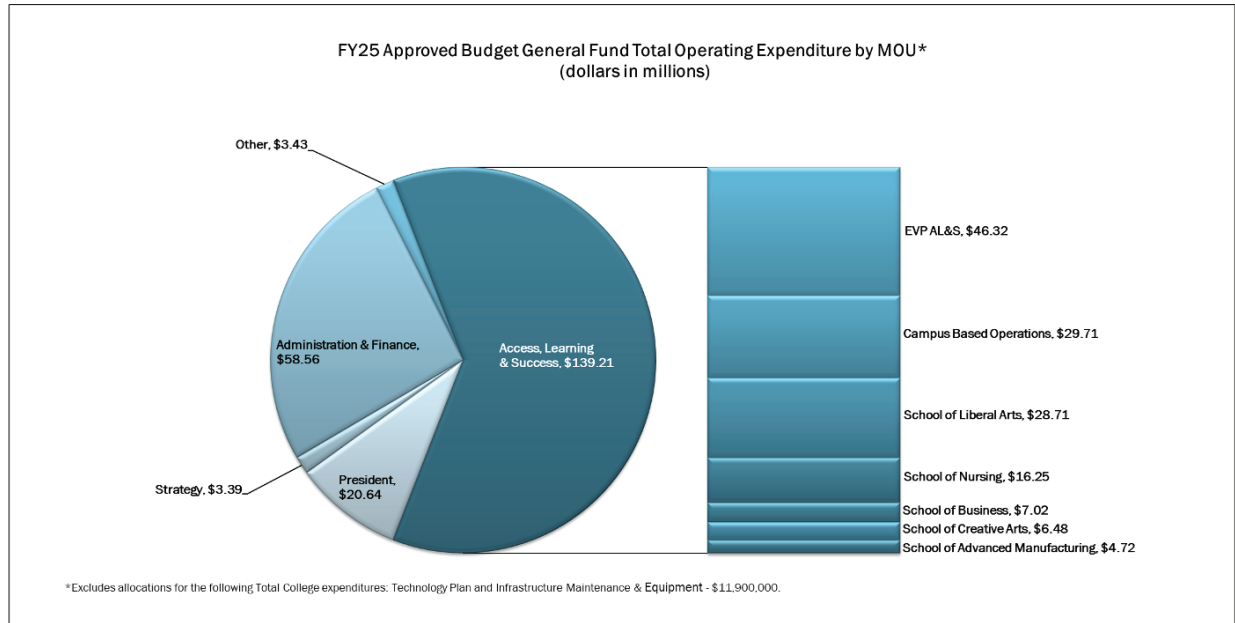
FY25 Funds Overview

Tri-C is a taxpayer-supported public college. As a public entity, the College's financial processes are monitored and governed by several regulatory agencies, as noted in the [Regulatory Environment Section](#).

The financial operation of the College involves receiving revenues from various sources, such as tuition, fees, sales, local taxes, state funds and federal funds. These revenue sources either come with or without legal restrictions on how the money may be used. The College, therefore, needs to segregate and account for these resources to meet any and all restrictions and to be generally accountable for the unrestricted resources. Therefore, in order to meet its fiduciary and regulatory responsibilities, the College has an accounting system that is based on fund accounting. Fund

accounting is a process that classifies, accounts and reports the sources and uses of funds in accordance with their predetermined purpose. These sources and uses of funds are segregated into major unrestricted, restricted, auxiliary and capital funds. Tri-C utilizes these major fund types to accumulate and segregate its resources. Finally, the accumulated resources are consolidated to form the fund budgets on a modified cash budget basis.

Unrestricted General Fund



The College's primary unrestricted fund is the general operating fund. The general operating fund, or general fund, is used for the current operations of the College. The general fund is the College's largest fund, controlling the operating revenue and expenditures within the President's Office, A&F, Strategy and AL&S (including the main operating budgets for each campus and school). General fund revenue does not have any restrictions and can be used for any purpose as deemed appropriate by the College. The College activities supported by the general fund include instruction, library, student services, institutional support, administration, safety, marketing, plant operations, maintenance and small equipment purchases.

Restricted Funds

The College will also receive resources that are restricted in how they can be used. This requires the College to place these resources into restricted funds. Utilizing a restricted fund allows the College to manage the revenues and ensure they are expended for the purpose stipulated by the donor or the agency. At the College, the majority of restricted-use funds are for student financial assistance and grants.

Auxiliary Funds

Auxiliary funds identify an entity on campus that operates as a business and serves students, faculty, staff and the community. Auxiliary enterprises are generally expected to be self-supporting from the revenues generated from their operations. Auxiliaries charge fees, which are directly related to their cost of goods or services, and pay for any central services received from the College. The operation of auxiliaries is budgeted into three summary-level funds:

- Book Centers
- Food Service Operations
- Parking Operations

An auxiliary's operation and revenue generation are dependent on the College. These enterprises rely on the student population to sustain their operations. In return, the auxiliary delivers goods and services to students in an economical and convenient manner.

Other Funds / Unrestricted Special Funds

Quasi-Auxiliary — At the College, there are several revenue-generating endeavors that are not entirely or consistently self-supporting. These endeavors provide learning programs for students while also promoting a positive public purpose. These activities are labeled quasi-auxiliary operations, and their activities are accounted for in various quasi-auxiliary funds. Although quasi-auxiliary operations do not always show a profit, the College supports these activities and covers any expenditure that may exceed revenues because of their educational and public benefits. Some well-known quasi-auxiliary operations are Tri-C's JazzFest Cleveland, Cultural Arts, Workforce Solutions and Corporate College.

All Other Funds – On occasion, the College needs to account for a College activity separately from the other major funds, including activities such as Student Affairs and community music programs. By assigning a separate fund to these activities, the College can easily track related expenditures. If these activities are completed during the fiscal year, then the fund is closed.

Capital Funds

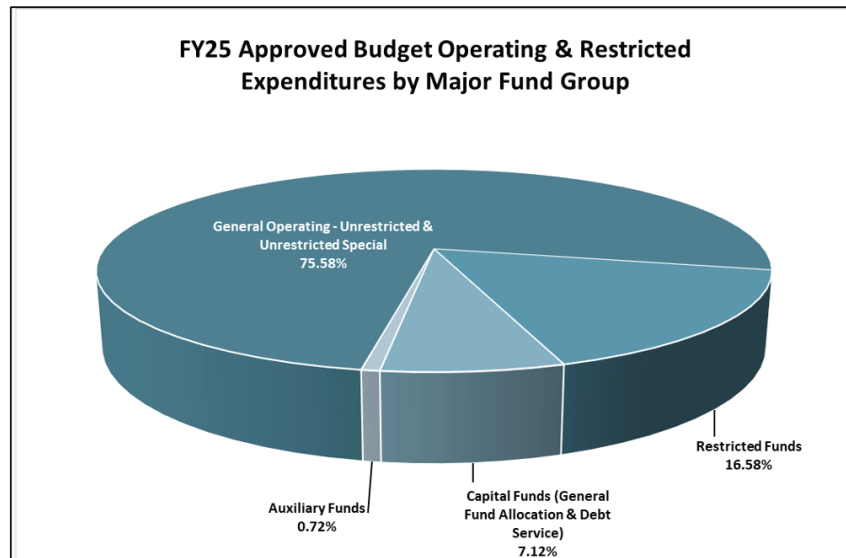
In order to meet the College's long-term building and technology needs, funds are also set aside for future capital and technology spending. Accumulating and utilizing resources for capital projects is generally project-oriented, with large dollar commitments over extended periods. Resources can be accumulated for these funds by allocating dollars from the general fund, the receipt of federal grants, the Department of Transportation, the state of Ohio or through bond proceeds. Utilizing the resources from capital funds allows the College to build and expand its campuses through strategic capital growth and renewal.

Bond Retirement Fund

In order to meet the College's long-term building and technology needs, funds are also set aside for future capital and technology spending. Accumulating and utilizing resources for capital projects is generally project-oriented, with large dollar commitments over extended periods. Resources can be accumulated for these funds by allocating dollars from the general fund, the receipt of federal grants, the Department of Transportation, the state of Ohio or through bond proceeds. Utilizing the resources from capital funds allows the College to build and expand its campuses through strategic capital growth and renewal.

Revenue and Expenditure Accounts

A common account structure is used for all funds. Funds classify the purpose of the resources. Within the funds, accounts are used to accumulate transactions in a systematic, easy-to-understand method. These accumulations by account allow the College to understand the source of revenues and track how they were spent. Revenues are reported in the following major categories: student tuition and fees, state appropriations, local appropriations (county levies), grants, sales and investment income. Expenditures are generally classified as wages, benefits, supplies, travel, communication, maintenance, utilities, equipment and student financial assistance. Therefore, within the fund, the accounts describe how the revenue was accumulated and how it was spent.



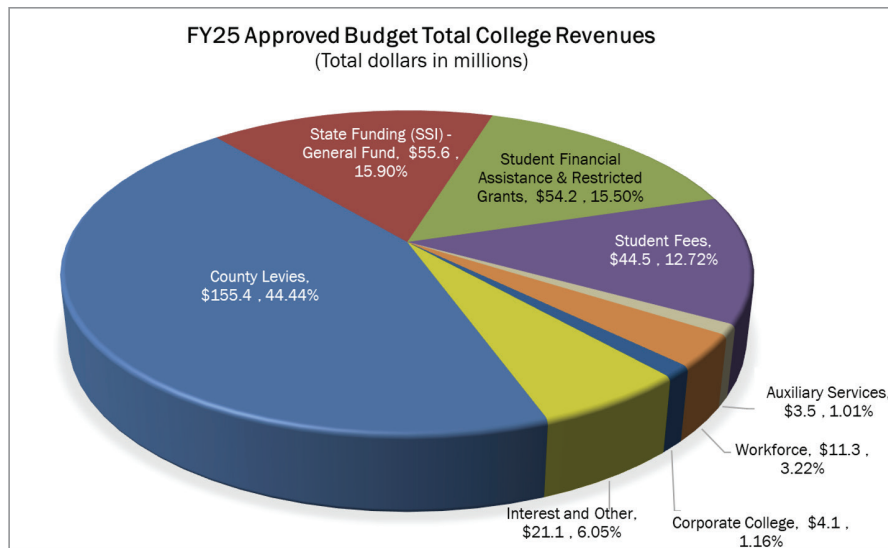
Summary

The College accumulates and uses financial resources in order to deliver affordable higher education to its students while maintaining a sound financial position. The College manages its diverse revenue streams and expenditures by utilizing a system of funds and accounts that segregate the financial resources by major fund types. These fund types include auxiliary, capital, and restricted and unrestricted funds. Within the funds, revenue and expenditure activity is reported using a system of accounts. These accounts track revenues by source and classify expenditures by how they were spent. This system of funds and accounts allows the College to report its financial performance to managers, regulators and the community in an organized, systematic and generally accepted form.

FY25 Total College Revenues

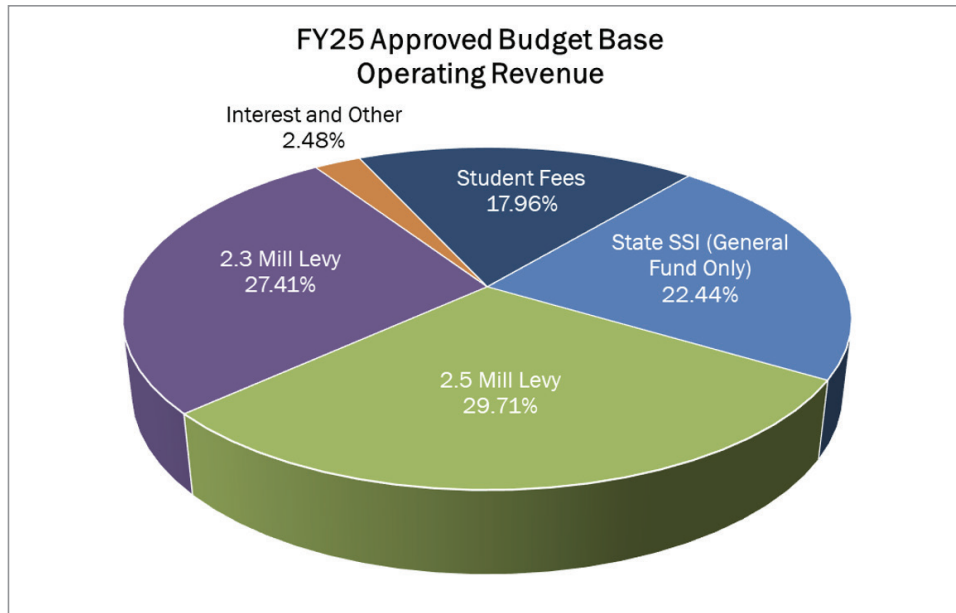
Total College revenues consist of all major fund types, including unrestricted, restricted, auxiliary, special and capital funds. Specific types of revenues include county levies, SSI, student tuition and fees, restricted grants, and other revenue. The \$53.9 million in student financial assistance and restricted grants are based on a high-level forecast because the students' requests for assistance are not known until the beginning of each semester. The primary sources of student financial aid are federal and state funds; however, some private funds may be available as student financial aid or restricted grants.

Total College Revenue Description	Total Revenue (\$)	Total Revenue (%)
County Levies	\$ 155,402,894	44.44%
State Funding (SSI) - General Fund	55,597,544	15.90%
Student Financial Assistance & Restricted Grants	54,199,971	15.50%
Student Fees	44,490,547	12.72%
Fees for Service	3,539,751	1.01%
Workforce	11,272,737	3.22%
Corporate College	4,060,939	1.16%
Interest and Other	21,145,479	6.05%
Total	\$ 349,709,862	100.00%



FY25 Unrestricted Operating Revenues

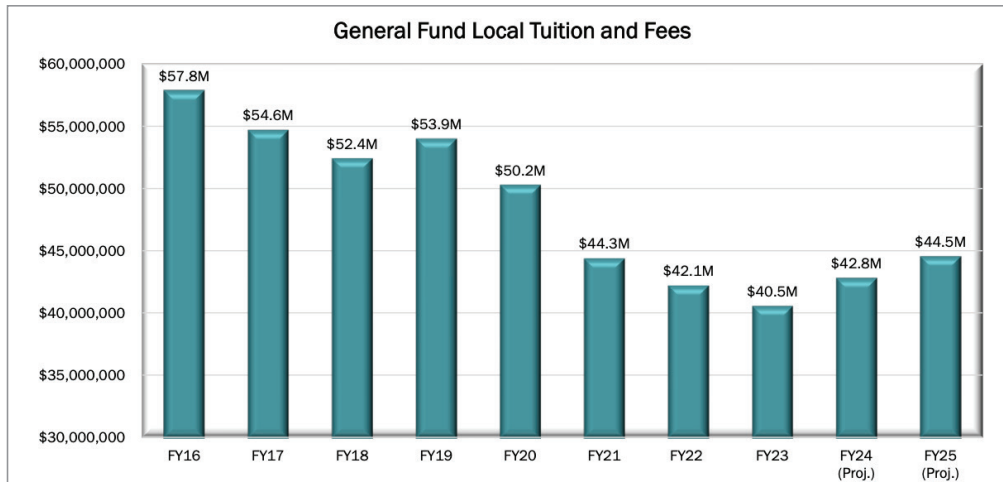
Unrestricted Operating Revenue Description	Total Revenue (\$)	Total Revenue (%)
2.5 Mill Levy	\$ 73,599,016	29.71%
2.3 Mill Levy	67,919,228	27.41%
State SSI (General Fund Only)	55,597,544	22.44%
Student Fees	44,490,546	17.96%
Interest and Other	6,148,000	2.48%
Total	\$ 247,754,334	100.00%



The College’s mission is funded through a diverse funding base. Unrestricted operating revenues for the College, in broad categorizations, include student tuition and fees (approximately 18%), SSI (approximately 22%) and county levies (approximately 57%). The core expenses of the College, including instructional, academic, public service, institutional support and student service functions, are funded through operating revenues. Unrestricted operating revenues do not include restricted grants of \$53.9 million, fees from auxiliary services of \$3.5 million, fees from Workforce of \$11.3 million, fees from Corporate College of \$4.1 million, state capital appropriations of \$14.3 million, and property tax receipts plus interest tied to the general obligation bond of \$14.6 million.

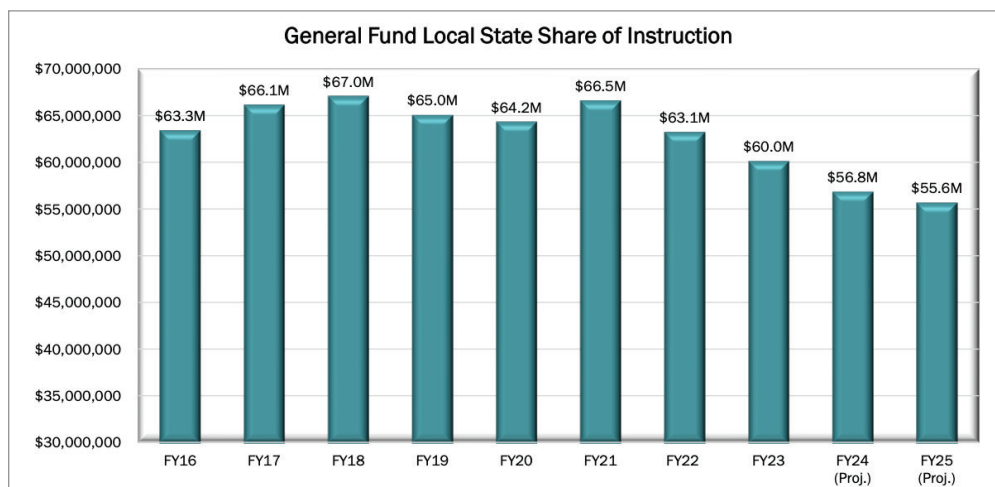
Student Tuition and Fees

Student tuition and fees represent approximately 18% of the College’s FY25 operating revenues. The total estimated FY25 revenue is \$44.5 million, an increase of \$5.3 million from the original FY24 budget. This increase is due to greater-than-anticipated enrollment in FY24, coupled with a planned tuition increase and a projected 0.4% enrollment increase in FY25. The College offers three incentive programs to help mitigate the impact of tuition increases on existing students: 15+ Perks, the 30 Credit Hour Standard and the Tuition Guarantee. The 15+ Perks program is an incentive for students to enroll full time and earn rewards equal to 50% of their tuition. The 30 Credit Hour Standard program provides a 50% waiver on tuition for up to 12 credits when a student receives 30 credits within the academic year. Finally, the Tuition Guarantee program freezes tuition for three years at the hourly rate a student pays in their first term if they meet certain criteria. In addition to internal incentive programs, College Credit Plus allows the College to charge students taking college-level courses at their high school less for tuition. All of these programs will benefit our students and help with our completion goals.



State Share of Instruction (SSI)

All public institutions of higher education in Ohio receive state financial assistance for both operations and designated capital improvements through appropriations by the General Assembly. These appropriations contribute substantially to the successful maintenance and operation of the College. The funding formula for FY25 will be substantially the same as FY24, with 50% based on course completion, 25% based on success points and 25% based on completion. The state of Ohio's FY24-FY25 biennium budget includes a 1.42% increase in the overall community college allocation. However, we anticipate a 2.5% reduction in Tri-C's proportional share for FY25. As a result, we are projecting SSI funding contributions to the FY25 General Fund operating revenues to be \$55.6 million. The total College SSI funding for FY25 is projected to be \$60.6 million.

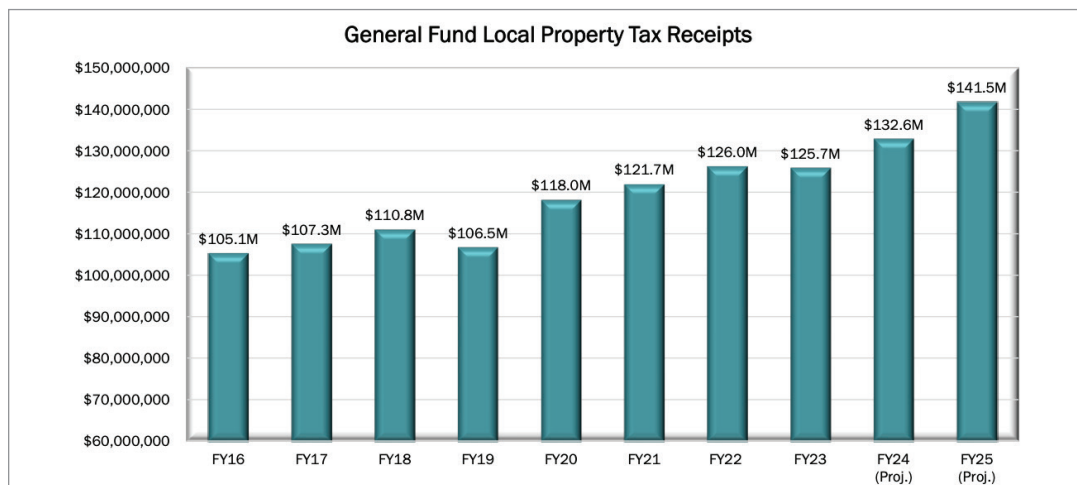


County Levies

The citizens of Cuyahoga County help to finance the College's mission through their approval of property tax levies. This funding allows the College to provide a wide range of community service programs and to keep programs up to date. It also helps fund a portion of capital and technology investments.

The voters of Cuyahoga County have approved two operating levies to support the College. In November 2019, voters approved a 2.3 mill levy, which included a 0.4 mill levy and runs until December 2029. In November 2023, voters approved a 2.5 mill levy, which included a 0.4 mill increase over the prior levy. This 2.5 mill levy runs from January 2024 to December 2033. Although the final voted mill ages are 2.5 and 2.3 (4.8 mills total), the effective millage is adjusted as total property valuations in the county increase. The adjustment of the effective millage rate for property tax levies means that as the total valuation in the county increases, the College does not automatically receive additional revenue at the same rate as the increase in property valuation. The current effective millage for the combined levies is 3.85 mills, as property values have increased in the county over the last several years. Factoring in various millage effective rates, property tax classifications and the timing of property tax payments, the two levies combined are scheduled to generate \$142.9 million in gross revenue in FY25 before accounting for delinquency losses of \$1.4 million.

The College also works closely with the county to forecast the actual collection of taxes since tax revenues are projected to be 57% of the College's operating revenues in FY25. In addition to effective millage, property tax receipts are affected by assessed valuations, delinquencies and the timing of payments. Assessed valuations throughout Cuyahoga County increased from \$35.1 billion to \$35.4 billion as of January 2024. Additionally, we anticipate delinquency rates to be consistent with recent trends. Due to all of these factors, the College has estimated net property tax revenues of \$141.5 million in FY25.



Interest Income and Other Sources

Interest income and other sources are projected up at \$6.1 million from the FY24 budget amount due to recent market trends.

FY25 Other Revenues

The “Other Revenues” classification includes additional nonoperating sources of revenue for the College. The following section provides an overview of the four major types of other revenues: restricted grants and contracts, the Workforce Division, Corporate College and auxiliary services.

Restricted Grants and Contracts

The revenues the College receives from restricted grants and contracts are designated by the grantor for a specific purpose, which requires the College to place the resources into separate restricted funds. Student financial aid makes up the largest portion of restricted funds and is a vital source of funding for many students at the College. Approximately 84% of the financial aid dollars the College receives are from Federal Pell Grants and direct loans. Changes to federal financial aid regulations over the last few years, especially to the Pell Grant program, have made it more difficult for students to get the financial support they need to help pay for college.

Revenues from student financial aid are expected to increase from the FY24 budgeted amount due to increased enrollment. For FY25, revenues from restricted grants and contracts are projected at \$54.2 million.

Workforce Division

The Workforce Division revenues include fees from noncredit and credit instruction through employee training programs, professional development, lifelong learning opportunities, community service programs and the credit component of SSI. The FY25 WCED revenues are projected at \$11.3 million, including \$5 million from SSI revenues attributed to the WCED credit classes. Sources of these revenues include tuition, fees and SSI from programs such as skilled trades, manufacturing training, information technology, truck driving and public safety academies.

Corporate College Division

The Corporate College revenues include fees generated through professional development training, facility rentals and the operations of Community Continuing Education. For FY25, Corporate College revenues are projected at \$4.1 million.

Auxiliary Service Operations

The auxiliary service operating revenues include the College book centers, food services, parking operations and quasi-auxiliary operations. The combined revenues are forecast to decrease by approximately \$4.4 million in FY25. This decrease in FY25 is primarily related to a change in bookstore operations.

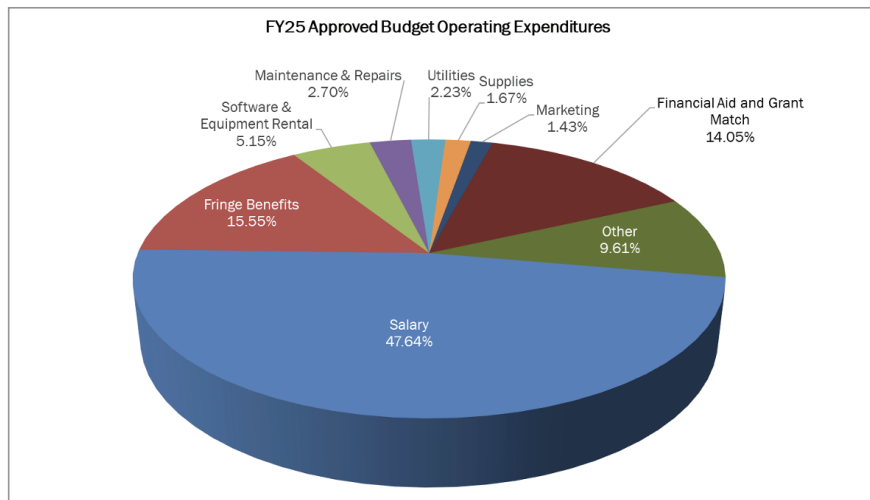
FY25 Total College Operating Expenditure Summary

Tri-C’s primary mission is to provide affordable and accessible higher education to the residents of Cuyahoga County. To deliver this service, the College expends funds in the following major categories:

- Staffing
- Student Financial Assistance and Grant Matching
- Plant Operations and Facilities Maintenance

The FY25 total expenditures budget is portrayed by major accounts in the following FY25 Approved Budget Total Expenditures chart. In order to provide an affordable education, the College must continually evaluate its operating cost structure. All of the College’s processes, operations, services and facilities are reviewed to optimize efficiency and economies of scale. During the annual planning process, the College reviews its future expenditures and considers them against both internal and external factors. The College expects to improve its ability to forecast, control and manage expenditures by weighing environmental factors, run rates and industry benchmarks in the aforementioned categories.

Operating Expense Description	Operating Expense (\$)	Operating Expense (%)
Salary	\$ 144,024,090	47.64%
Fringe Benefits	47,024,607	15.55%
Software & Equipment Rental	15,575,076	5.15%
Maintenance & Repairs	8,155,909	2.70%
Utilities	6,746,443	2.23%
Supplies	5,042,352	1.67%
Marketing	4,320,638	1.43%
Financial Aid and Grant Match	42,473,440	14.05%
Other	28,970,290	9.58%
Total Operating Expenditures	\$ 302,332,845	100.00%



Staffing

Staffing is the College’s major expenditure item, accounting for approximately 74% of the annual total College budget (excluding restricted funds). There is a wide range of position classifications, including full-time, part-time, seasonal, instructor, interim, adjunct and faculty members on sabbatical. In order to ensure the College’s product is delivered economically and at the highest quality, the composition of faculty and staff must be continually analyzed and adjusted as needed.

The College employs both union and nonunion personnel. There are three unions currently in place at the College: the American Association of University Professors (AAUP) for faculty, the American Federation of State, County and Municipal Employees (AFSCME) for plant operations and public safety personnel, and the Service Employees International Union (SEIU) District 1199 for support staff. Wages, which are negotiated between the College and the unions, include general wage increases, step increases and longevity bonuses. The union contracts mandate the wages and increases for the length of the contract (usually three years). Therefore, these wage costs are predetermined during each contract cycle. In FY25, union wages (with steps) were approved to increase between 2.75% and 3.75%.

Nonunion personnel include full-time and part-time staff. Unlike union staff, these costs are not driven by a labor agreement, and nonunion staff are not eligible for step increases. As such, the College has more flexibility to adjust nonunion costs annually to ensure budgets are aligned with strategic initiatives. General wage increases for nonbargaining employees tend to mirror the increases provided to bargaining units. In FY25, nonunion wages are proposed to increase by 3%.

Fringe benefits are a major component of the College's staffing expenditure. The two largest factors in fringe benefit costs are retirement contributions and health care. Retirement contribution percentages are developed by state agencies such as OPERS and STRS and average about 14% of an employee's pay. These retirement costs are tied to changes in wages. If wages increase by 1%, retirement contributions will also increase by 1% and are incurred for faculty, full-time and part-time staff employed by the College. The second major component, health care, is only offered to faculty and full-time staff. These costs are shared by the College and employee groups in an average 80/20 split, respectively. The College must continually evaluate the components of fringe benefits in order to keep the cost from growing exponentially.

Student Financial Assistance and Grant Matching

In order to provide affordable higher education, the College offers various student financial assistance options, which comprise approximately 14% of the College's overall budget. All forms of financial assistance — including grants, scholarships, student loans and public benefits — have certain criteria that must be met to receive and maintain eligibility. In addition to federally funded programs such as the Federal Pell Grant and Federal Work-Study, the College budgets for and offers over \$1.6 million for scholarship opportunities, including those focused on success and completion, as well as merit-based awards for students who excel in the classroom or serve on Student Government.

Plant Operations and Facilities Maintenance

A clean, comfortable and safe environment must be maintained throughout the College's 3.4 million square feet of building space and 540 acres of grounds to give students the greatest opportunity to successfully complete the learning experience. As such, the College must ensure operational needs are fully understood, and the budget is appropriately allocated. Therefore, the overall design, capacity and condition of facilities and equipment must be continually reviewed. As the campuses continue to age, there must be a robust and highly organized method for communicating needs so they can be prioritized, tracked and completed. The College must also ensure the maintenance program is adequately funded to provide the appropriate routine of care that will maximize the operational function and reliability of all College equipment and facilities. For FY25, the College has allocated \$19.7 million to such efforts.

The College must also ensure adequate budgetary dollars are available to supply utilities at a level that will maximize comfort and cleanliness. To do so, the College tracks and trends utility data (electric power, natural gas and water/sewer) for all of its facilities. The trended historical data for these utilities is used to forecast the budget for each new fiscal year. The challenge is that the annual spending on each given utility for the institution is affected by a wide variety of factors, such as student and staff population, square footage changes, degrading building conditions, energy savings measures deployed, the weather and the unit cost of the utility itself. Further, the unit cost for each new fiscal year is estimated during budget preparation in December and January when peak-season electric rates are six months away and peak-season natural gas rates are 12 months away. Due to contract negotiations and efficiencies gained, the College estimates that FY25 utility expenses will decrease approximately 1% from the FY24 budgeted amount.



Facilities Development, Capital and Construction Project Summary

Tri-C continues to implement its capital improvement program on its campuses. Capital expenditures include projects and equipment over \$5,000, which are one-time purchases and not included in the College’s operating costs. Integrated Facilities Planning for the campuses will serve to further enhance the success, learning and experiences of our students.

For FY25 and FY26, the College anticipates receiving \$14.3 million from the state of Ohio for capital projects. The following section summarizes the Capital Program Projects planned to start or continue in FY25. The projects benefit the College and the community and have a collective impact on the campuses, staff and students.

Summary of Current and Proposed Major Capital Projects FY23-FY24				
Project Cost Est.	Project	Construction		
		Beginning	Expected Completion	
\$ 7,400,000	Infrastructure Maintenance – Basic Renovations	Sep-24	Jun-26	
\$ 1,500,000	Wayfinding Signage Upgrades	Sep-24	Sep-25	
\$ 700,000	Security Services Equipment	Nov-24	Oct-25	
\$ 3,500,000	Enrollment Center, Financial Aid, and Advising Renovations	Sep-24	Jun-26	
\$ 1,200,000	Corporate College Renovations	Dec-24	Jun-26	

Infrastructure Maintenance

Collegewide infrastructure maintenance projects allow the College to care for and maintain its current facilities, ensuring students, faculty and staff have a safe, clean and comfortable environment in which to learn, work and succeed. For FY25, the following projects are planned:

Collegewide

- HVAC upgrades
- LED light fixture upgrades
- Restroom renovations
- On-site solar panel projects

Corporate College East

- Fire alarm upgrade

District Administrative Offices

- Roof replacement

Eastern Campus

- Mandel Humanities Center air handling unit
- Education Center roof repairs and building envelope
- Building envelope masonry
- Student Services gymnasium roof
- Concrete repairs
- Mandel lobby entrance

Metro Campus

- Sidewalks by the Recreation Center
- Multiple AC unit replacements
- Recreation Center roof

Western Campus

- External and internal door replacements
- Recreation Center roof
- Steam to boiler conversion, replacement electrical gear, PM testing and protocol
- Multiple AC unit replacements
- Chiller replacements

Wayfinding Signage Upgrades

This project will address and manage signage and wayfinding projects in a systematic way. This project allows Collegewide standards previously developed to be implemented and upgraded across the campuses.

Security Services Equipment

This project will review and replace eight servers that directly support the security services system Collegewide.

Enrollment Center, Financial Aid and Advising Renovations

This project will renovate, redefine and redesign the physical layout of student and advising service spaces at the campuses while creating an open and welcoming flow to enhance the overall student experience at the Welcome Centers.

Corporate College Renovations

This project will implement renovations to a few of the Corporate College classrooms to further the advancement of training services to local employers and community members, help establish the new Center for Entrepreneurs, and promote and grow the Goldman Sachs *10,000 Small Businesses* program.

Impact of Capital Expenditures on the Operating Budget

To maintain the financial strength and preserve the College for future generations, the recurring noncapital costs of new facilities and nonrecurring capital projects must be reviewed for their impact on the operating budget.

Operational Analysis

Aside from the varying ages, functionality and efficiencies of our facilities, the College also evaluates the potential operational costs of any capital investment. Years after a capital investment is made, the College will continuously evaluate the operational structure, operating costs and activities of the organizational units in a facility. With any capital project, the impact on the College's entire financial health is evaluated. The capital projects do not just impact the organizational unit housed in the building. We do not expect significant additional costs associated with capital expenditures planned for FY25. In addition to completing an operational analysis to determine cost changes as a result of expansion, additional analyses are conducted to identify any efficiencies and/or process improvements. These reviews historically have produced other minor changes or processes that provided a positive operational impact, such as the responsible print management initiative, the surplus asset management initiative, procurement system upgrades to My Tri-C Buy and sensor-controlled lighting in various College buildings.

Sustainability Analysis

One such operational analysis focuses on incorporating sustainability into curricula, improving energy efficiency, building and renovating healthy and efficient spaces, improving stormwater management, reducing waste and increasing recycling, improving procurement processes, and communicating our successes. The College has allocated \$500,000 to sustainability initiatives in FY25, with a focus on continuing to improve energy efficiency. Regularly reported data from the College's waste and recycling hauler allows us to adjust service levels to improve efficiency and save money. Composting from the hospitality teaching kitchens and campus food service outlets diverts food waste to make soil. Tri-C's Asset Management department manages the recycling or repurposing of electronic waste, furniture and other equipment no longer useful to the College. Tri-C's Plant Operations departments divert significant amounts of waste from the landfill by recycling scrap metal, landscaping waste and other items that can be reused or recycled. Tri-C boasts eight buildings that have achieved certification under the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program.

Numerous Tri-C faculty members have integrated sustainability concepts into their curricula and are sharing their successes and challenges with their colleagues through presentations and professional development events. Events celebrating Earth Day take place at each campus annually, virtually or in person, and Tri-C is an active participant in community sustainability events and initiatives — especially the Sustainable Cleveland initiative.

Infrastructure Maintenance

On a continuous basis, the College documents, categorizes and prioritizes all known infrastructure maintenance (IM) projects. A list of projects, prioritized by greatest need, is addressed each year as available funding allows. State and local funds are expected to be utilized to design and implement \$5 million of projects during FY25. As those projects are completed, the existing list of infrastructure projects is still projected to total \$19 million in outstanding identified projects that are unfunded. Plans are in place to address \$9 million to \$12 million of these projects in the next three fiscal years. As the College reduces the deferred infrastructure maintenance, planning for the next phase of roof replacements, boiler, chiller and air handling unit replacements, and parking lot resurfacing and repairs will occur. The College is committed to ensuring outstanding IM projects are within a manageable range of between \$15 million and \$23 million.

Infrastructure Marginal Analysis

Finally, the College must review the annual operating impact of nonrecurring capital expenditures. The maintenance expenditures are included primarily in the [A&F financial dashboard](#) and the [Workforce Solutions dashboard](#).

FY25 Debt Obligations Overview

The College currently has four long-term outstanding debt obligations, including Series F General Receipt Bonds, Series E General Receipt Bonds, certificates of participation and general obligation bonds. Long-term debt is issued for construction and renovation projects.

In September 2002, the College issued \$29,105,000 of Series A General Receipt Bonds for the purpose of constructing Corporate College facilities. In May 2012, the College refinanced the Series A General Receipt Bonds to take advantage of declining interest rates by issuing the Series D General Receipt Bonds. The Series D General Receipts Refunding Bonds (Aa2 rated Moody's Investor Services and AA- rated Standard and Poor's) were issued for \$21,900,000, and interest rates range between 2% and 5%. The bond issue was comprised of \$8,605,000 in serial bonds and \$13,295,000 in term bonds. The serial bonds were issued for a 10-year period with a final maturity date of Aug. 1, 2022, and the term bonds were issued for a 10-year period with a final maturity date of Aug. 1, 2032. In May 2022, the College issued \$13,665,000 of Series F General Receipts Bonds that refunded the remaining Series D General Receipts Bonds from 2012 to secure a lower interest rate.

In April 2009, the College issued \$121,090,000 of Series C General Receipt Bonds for the purpose of various capital projects and to retire the College's tax anticipation notes. The bond issue was comprised of \$50,290,000 in serial bonds and \$70,800,000 in term bonds. The serial bonds were issued for a 10-year period with a final maturity date of Aug. 1, 2019, and the term bonds were issued for a 10-year period with a final maturity date of Feb. 1, 2029. Interest rates range between

2% and 5.25%. In March 2016, the College refunded \$65,130,000 of the remaining outstanding Series C General Receipt Bonds by issuing Series E General Receipt Bonds (Aa2 rated Moody's Investor Services and AA- rated Standard and Poor's). The bond issue consisted completely of serial bonds, issued for a 13-year period with a final maturity date of Feb. 1, 2029. Interest rates range between 1.35% and 5%. This refund is expected to save \$6,255,000 over the life of the bonds.

In March 2018, the College issued \$227,500,000 of Series 2018 (Aa1 rated Moody's Investor Services and AA rated Standard and Poor's) voted general obligation debt for the purpose of paying all or a part of the costs of campus-wide renovations of facilities, including the costs of acquiring, constructing, furnishing and equipping the capital facilities or the other acquisition of sites, erection, furnishing and equipping of buildings or acquisition; construction or improvement of properties; funding capitalized interest; repaying sums of money previously borrowed, advanced or granted and expended for such purpose; and paying the costs of issuance of the bonds.

In November 2019, the College issued the Series 2019 certificates of participation for \$1,820,000 with an interest rate of 2.018%. The proceeds from the certificates were used to finance the acquisition of a property near the Brunswick University Center.

Other principal and interest payments for FY25 include \$615,000 due on various leases associated with House Bill 7.

Cuyahoga Community College Debt Service Schedule						
Debt Instrument	Issuance Date	Par Amounts of Bonds	Term	Maturity	Amount Outstanding July 1, 2024	FY25 Principal & Interest
General Receipts Bond - Series E	3/9/2016	\$ 65,130,000	13 years	2/1/2029	\$ 40,335,000	\$ 9,005,100
General Receipts Bond - Series F 2022 Refunded	5/3/2022	\$ 13,665,000	10 years	6/30/2033	\$ 11,630,000	\$ 1,522,812
General Obligation Bond - Series 2018	3/1/2018	\$227,500,000	25 years	12/1/2042	\$183,840,000	\$ 13,884,650
Certificates of Participation - Series 2019	11/26/2019	\$ 1,820,000	10 years	6/1/2029	\$ 1,000,000	\$ 212,180

Legal Debt Limits

The College established a [debt procedure](#) that identifies the process, metrics and restrictions for issuing debt. The procedure sets metrics and guidelines that allow the College to issue debt in order to fulfill its mission and vision while being fiscally responsible.

For the College to issue debt, the following legal debt limits apply:

- General receipt bonds — There is no debt limit per the Ohio Revised Code, but the current Series F and Series E bond documents require the total fiscal year general receipts to be one-and-a-half times the maximum bond service charges on all outstanding general receipt bonds.

The legal debt limits are reviewed during the annual long-range planning process and prior to issuing new debt. Based on the College's current maximum bond service coverage for general receipts, the College must have more than \$15.79 million in general receipts for FY25. The aforementioned amount is based on the current Series F and Series E payments. The College is in compliance with the bond documents in both scenarios.

FY25 Financial Dashboards



The following section contains a comprehensive overview of the financial forecasts for the FY25 budget. A Total College Statement of Revenues and Expenditures and Operating Expenditures Dashboards have been prepared to provide an overview of the FY25 budget. To provide support for these, an Operating Expenditure Dashboard has also been prepared at the fund, MOU, campus, school and capital and construction levels (see the [FY25 Budget Dashboard Hierarchy](#)). The dashboards provide support-level expenditure detail, insight into FY24 to FY25 budget variances, as well as funding and MOU allocations, so that an assessment of the expenditures can be made from the bottom up.

Dashboard Overview

The College budget changes to meet the needs of the community and to operate efficiently and effectively. Many of the College divisions make budgetary changes to accommodate the fluctuating needs of the College, community or funding agency, with the most notable of these being in the general fund since it is the largest fund. Some of the FY25 budget highlights involve organizational unit restructuring, funding realignment, the establishment of various investment pools and strategic cost containment measures. The FY23 Actual and FY24 Original Budget amounts were realigned to more accurately reflect the planned FY25 organizational structure.

In FY25, in the General Fund President division, expenses increased by approximately \$1.2 million due to general wage increases and a realignment of staffing and operating expenses for the Student Development and Education Pipeline department, which is also now supporting College Credit Plus and Early College programs, previously included within the AL&S division.

In FY25, in the General Fund A&F division, divisional expenses increased by approximately \$500,000 due primarily to contractual and general wage increases as well as maintenance contract increases. Anticipated decreases in software and marketing expenses total \$340,000 in FY25.

The General Fund AL&S division expense budget increased by \$4.3 million from FY24 to FY25. The divisional expense increase can be attributed to expected general wage and fringe benefit increases. Additionally, operating expenses across the division were realigned to more strategically support initiatives but increased by almost \$2.3 million after rightsizing, due to the establishment of the investment pool that will be used to address new initiatives and other strategic needs across the entire division.

For FY25, the College has established a new MOU for the EVP of Strategy. Within this division, expenses are expected to increase due to the newly created departments of Institutional Progress and Effectiveness and the chief diversity officer. Consistent with the other MOUs, the EVP of Strategy's budget will also include an investment pool.

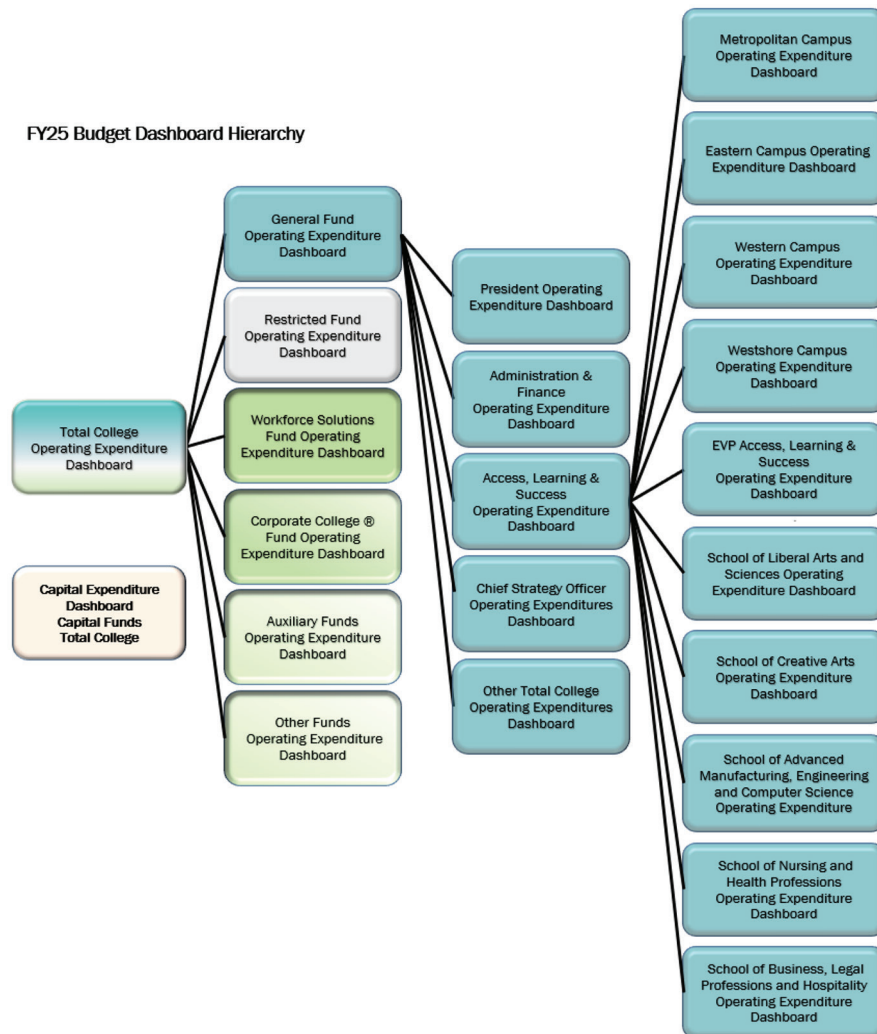
For FY25, the quasi- and auxiliary funds had an overall reduction of \$5 million. Parking and food service expenditures are expected to remain relatively flat. The renegotiated contract for the bookstores is expected to result in a reduction of expenses by about \$5 million.

The Workforce Solutions and Corporate College combined total expenditures increased in FY25 by approximately \$1.7 million. For Workforce Solutions, this increase is driven by additional staffing, general wage increases, Joint Apprentice Training Center rent expenses and the establishment of the investment pool. In addition, Corporate College expenditures are anticipated to increase in FY25 compared to FY24 due to an increase in expenses to support the rental of facilities, the establishment of the Center for Entrepreneurs and the Podcasting Studio, as well as the establishment of the investment pool.

The restricted funds are showing an increase from FY24. The financial aid component makes up the largest portion of the restricted funds. This critical funding component for the students of the College is anticipated to increase due to recently improving credit enrollment.

FY25 Budget Dashboard Hierarchy

The Dashboard Hierarchy portrays how each dashboard relates to the total College FY25 budget. Each dashboard consolidates the budgets for the bottom-level operating units as described in the [Major Operating Unit Overview](#). Each dashboard contains variance analyses associated with the five largest budgetary dollar changes from FY24 to FY25.



Component Unit Budget

The document does not include the Tri-C Foundation budget, which is included in the audited College financial statements as a component unit. The Foundation supports the mission of Tri-C as the place Where futures beginSM through fundraising activities that support scholarships and educational program development and enhancement. As a tax-exempt 501(c)(3) charitable organization, the Foundation receives tax-deductible donations from foundations, individuals, corporations and other organizations to support the College.

Dashboards

The statement of revenue and expenditures and all of the budget financial dashboards are presented in the remainder of this section. Prior year information is aligned with the organizational restructuring changes effective in FY25.

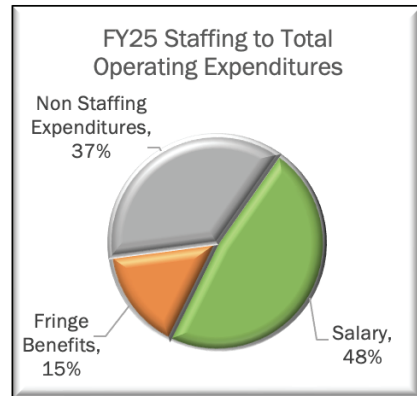
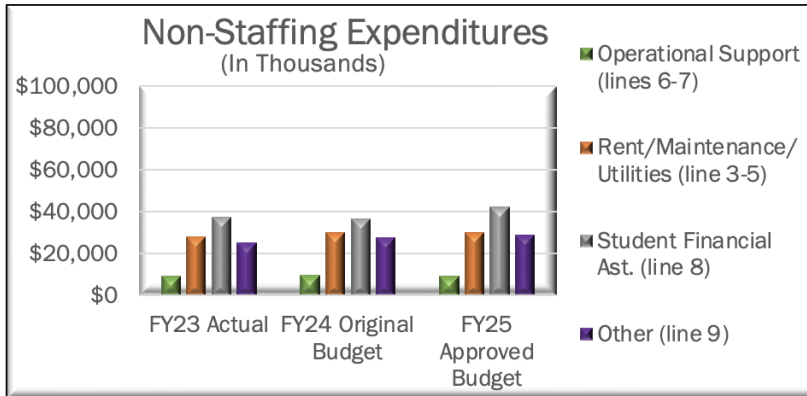
Cuyahoga Community College					
Total College - Statement of Revenue and Expenditures					
Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to Original Budget	% variance to Original Budget
Beginning Fund Balance	\$94,948,320	\$101,975,133	\$109,386,891	\$7,411,758	7.27%
REVENUE:					
1 County Levies	125,680,767	123,296,818	141,518,244	18,221,426	14.78%
2 Restricted Grants & Contracts	49,989,387	47,671,277	54,199,971	6,528,694	13.70%
3 State Share of Instruction (Gen. Fund)	60,041,915	57,579,568	55,597,544	(1,982,024)	(3.44%)
4 Student Fees	40,507,578	39,236,281	44,490,546	5,254,265	13.39%
5 Auxiliary Services	8,400,255	7,939,482	3,539,751	(4,399,731)	(55.42%)
6 Workforce	8,442,683	10,995,583	11,272,737	277,154	2.52%
7 Corporate College	4,184,184	3,570,292	4,060,939	490,647	13.74%
8 Interest Revenue & Other Sources	6,548,871	2,060,000	6,148,000	4,088,000	198.45%
9 Total Revenue	303,795,640	292,349,301	320,827,732	28,478,431	9.74%
OPERATING EXPENDITURES:					
10 Salary	117,840,725	124,298,649	126,678,406	2,379,757	1.91%
11 Fringe Benefits	40,110,120	42,058,860	42,621,329	562,469	1.34%
12 Software & Equipment Rental	13,280,344	14,217,502	13,852,246	(365,256)	(2.57%)
13 Maintenance & Repairs	7,307,571	7,429,995	7,752,790	322,795	4.34%
14 Utilities	5,809,524	6,778,821	6,703,821	(75,000)	(1.11%)
15 Supplies	3,248,318	2,909,419	2,898,353	(11,066)	(0.38%)
16 Marketing	3,910,394	4,196,107	4,082,819	(113,288)	(2.70%)
17 Financial Aid and Grant Match	1,174,731	1,623,386	1,623,386	0	0.00%
18 Other	11,394,041	14,344,691	19,017,228	4,672,537	32.57%
19 Base Operating Expenditures	204,075,768	217,857,430	225,230,378	7,372,948	3.38%
20 Restricted Grants & Contracts	49,989,387	47,671,277	54,199,971	6,528,694	13.70%
21 Auxiliary Services	7,359,772	7,300,526	2,350,466	(4,950,060)	(67.80%)
22 Workforce	12,197,030	13,628,032	14,675,913	1,047,881	7.69%
23 Corporate College	4,521,485	5,108,520	5,876,119	767,599	15.03%
24 Total Operating Expenditures	278,143,442	291,565,785	302,332,847	10,767,062	3.69%
CAPITAL ALLOCATIONS & TRANSFERS:					
25 Technology Plan	350,000	350,000	350,000	0	0.00%
26 Deferred Maintenance & Equipment	4,897,266	3,750,000	11,550,000	7,800,000	208.00%
27 Equipment/Technology Allocations	5,247,266	4,100,000	11,900,000	7,800,000	190.24%
28 Capital & Construction Operations	0	0	0	0	N/A
29 HB 7 Debt Service	614,749	614,749	614,749	0	0.00%
30 Brunswick Higher Education Facility	1,158,143	1,128,958	212,180	(916,778)	(81.21%)
31 Debt Service	10,585,825	10,525,735	10,527,912	2,177	0.02%
32 Capital Plan Allocations	12,358,717	12,269,442	11,354,841	(914,601)	(7.45%)
33 Other Allocations & Transfers	1,019,402	6,272,922	1,272,922	(5,000,000)	(79.71%)
34 Total Capital Allocation & Transfers	18,625,385	22,642,364	24,527,763	1,885,399	8.33%
35 Total Exp., Capital Alloc. & Trans.	296,768,827	314,208,149	326,860,610	12,652,461	4.03%
36 Ending Fund Balance	\$101,975,133	\$80,116,285	\$103,354,013	\$23,237,728	29.00%

TOTAL COLLEGE OPERATING EXPENDITURES

This dashboard highlights the total operating expenditures of the College, which include restricted funds, Workforce, Corporate College, auxiliary funds, other funds and the general fund. The capital allocations and transfers are budgeted at the total College level, but they are not part of the operating expenditures (see Total College — Statement of Revenues and Expenditures).

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$133,355,130	\$140,900,120	\$144,024,089	\$3,123,969	2.22%
2	Fringe Benefits	\$43,814,082	\$46,032,498	\$47,024,608	992,110	2.16%
3	Software & Equipment Rental	\$14,781,881	\$15,510,412	\$15,575,076	64,664	0.42%
4	Maintenance & Repairs	\$7,684,653	\$7,837,220	\$8,155,910	318,690	4.07%
5	Utilities	\$5,829,700	\$6,794,004	\$6,746,443	(47,561)	(0.70%)
6	Supplies	\$5,483,458	\$5,450,200	\$5,042,352	(407,848)	(7.48%)
7	Marketing	\$4,154,770	\$4,318,514	\$4,320,638	2,124	0.05%
8	Financial Aid and Grant Match	\$37,512,108	\$36,688,380	\$42,473,440	5,785,060	15.77%
9	Other	\$25,527,660	\$28,034,437	\$28,970,291	935,854	3.34%
10	Total Oper. Expenditures	\$278,143,442	\$291,565,785	\$302,332,847	\$10,767,062	3.69%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is due to general wage increases and additional staff to support increased enrollment
2	↑	Increase is due to general wage increases and additional staff to support increased enrollment
6	↓	Reduction is due to rightsizing the budget based on historical spending
8	↑	Increase is due to increased enrollment
9	↑	Increase is due to new investment pools offset by a reduction in auxiliary services

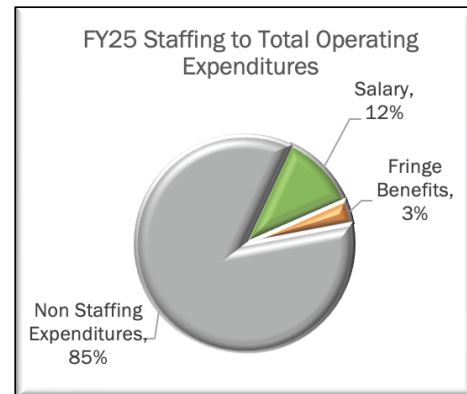
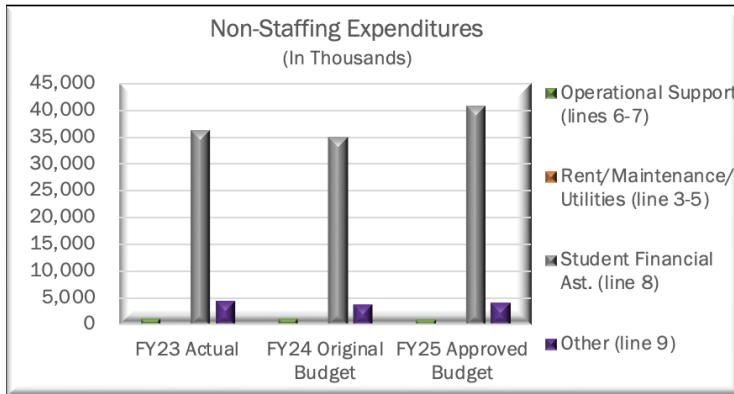


RESTRICTED FUNDS OPERATING EXPENDITURES

The primary purpose of the restricted funds is for student financial assistance and other grants. The sources are primarily federal and state-level funds, but additional private funding sources are also possible. This dashboard takes the high-level forecast and approximates the detailed expenses based on historical spending. However, the student financial assistance forecast is based on forecasted levels of student enrollment.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$6,146,893	\$5,900,580	\$6,264,256	\$363,676	6.16%
2	Fringe Benefits	1,821,643	1,672,446	1,901,151	228,705	13.67%
3	Software & Equipment Rental	23,518	16,817	32,364	15,547	92.45%
4	Maintenance & Repairs	19,113	29,599	0	(29,599)	(100.00%)
5	Utilities	20,176	15,183	42,622	27,439	180.72%
6	Supplies	1,101,452	1,039,191	803,963	(235,228)	(22.64%)
7	Marketing	129,205	67,083	178,656	111,573	166.32%
8	Financial Aid and Grant Match	36,334,239	35,060,994	40,846,054	5,785,060	16.50%
9	Other	4,393,148	3,869,384	4,130,905	261,521	6.76%
10	Total Oper. Expenditures	\$49,989,387	\$47,671,277	\$54,199,971	\$6,528,694	13.70%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is due to general wage increases and additional staff to support increased enrollment
2	↑	Increase is due to general wage increases and additional staff to support increased enrollment
6	↓	Decrease is due to a reduction in classroom and lab supplies
8	↑	Increase is due to increased enrollment
9	↑	Increase is due to additional College grant match requirements

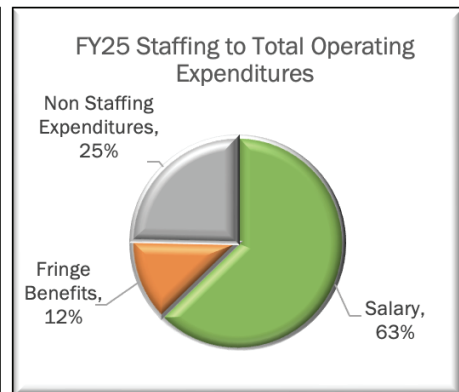
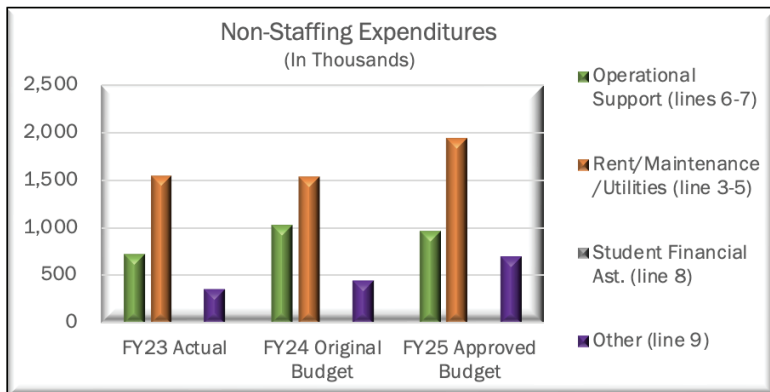


WORKFORCE SOLUTIONS FUND OPERATING EXPENDITURES

Workforce Solutions provides both credit and noncredit courses focusing on industry sectors that represent growth and high-demand jobs designed to reduce the skills gap in Northeast Ohio. Workforce Solutions includes various programs such as Information Technology, Manufacturing Technology, Health Industry Solutions and Public Safety.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$8,108,771	\$8,888,756	\$9,211,918	\$323,162	3.64%
2	Fringe Benefits	1,449,429	1,714,949	1,844,726	129,777	7.57%
3	Software & Equipment Rental	1,215,200	1,192,400	1,570,392	377,992	31.70%
4	Maintenance & Repairs	339,939	350,375	379,828	29,453	8.41%
5	Utilities	0	0	0	0	0.00%
6	Supplies	726,015	1,029,437	956,749	(72,688)	(7.06%)
7	Marketing	0	6,790	15,623	8,833	130.09%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	357,676	445,325	696,677	251,352	56.44%
10	Total Oper. Expenditures	\$12,197,030	\$13,628,032	\$14,675,913	\$1,047,881	7.69%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is due to general wage increases and the addition of Workforce Partnerships staff
2	↑	Increase is due to general wage increases and the addition of Workforce Partnerships staff
3	↑	Increase is a result of rightsizing expenses to be in line with increased JATC rental
6	↓	Decrease is due to rightsizing the budget based on historical spending
9	↑	Increase is due to the establishment of the Workforce investment pool

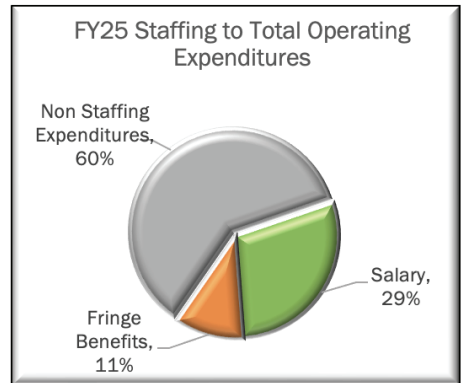
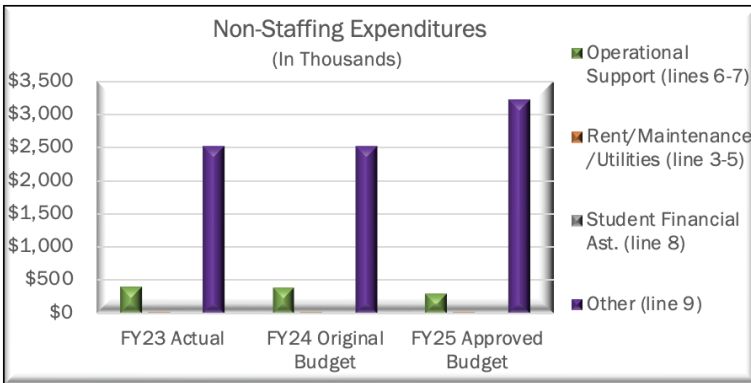


CORPORATE COLLEGE® FUND OPERATING EXPENDITURES

Corporate College is the primary vehicle for delivering Tri-C's noncredit training services to area employers and their workers. It provides open enrollment, customized training solutions and consulting services focusing on organizational effectiveness, quality and continuous improvement through the Center for Entrepreneurs and Encore.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$1,182,354	\$1,626,894	\$1,708,690	\$81,796	5.03%
2	Fringe Benefits	417,370	574,868	639,852	64,984	11.30%
3	Software & Equipment Rental	11,125	12,438	11,000	(1,438)	(11.56%)
4	Maintenance & Repairs	0	0	0	0	0.00%
5	Utilities	0	0	0	0	0.00%
6	Supplies	299,150	375,865	289,165	(86,700)	(23.07%)
7	Marketing	93,954	3,594	5,600	2,006	55.82%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	2,517,532	2,514,861	3,221,812	706,951	28.11%
10	Total Oper. Expenditures	\$4,521,485	\$5,108,520	\$5,876,119	\$767,599	15.03%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is a result of the anticipated realignment of staff to better support institutional needs
2	↑	Increase is a result of the anticipated realignment of staff to better support institutional needs
6	↓	Decrease is due to rightsizing the budget based on historical spending
7	↑	Increase is due to rightsizing the budget based on historical spending
9	↑	Increase is a result of increased catering expenses due to an increase in facility rentals

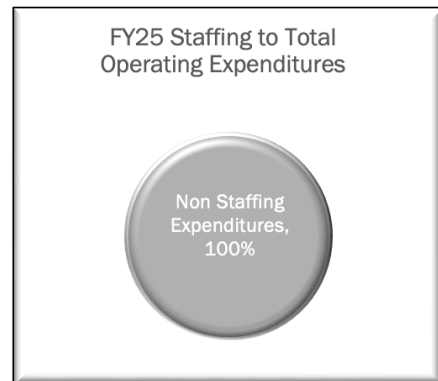
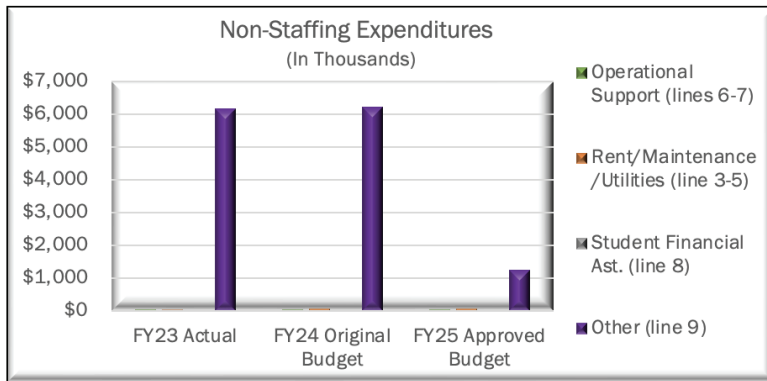


AUXILIARY FUNDS OPERATING EXPENDITURES

The auxiliary funds contain the parking, book centers and food service units.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$0	\$0	\$0	\$0	0.00%
2	Fringe Benefits	0	0	0	0	0.00%
3	Software & Equipment Rental	17,106	21,755	19,574	(2,181)	(10.03%)
4	Maintenance & Repairs	17,742	22,251	18,292	(3,959)	(17.79%)
5	Utilities	0	0	0	0	0.00%
6	Supplies	1,311	4,353	1,687	(2,666)	(61.25%)
7	Marketing	0	0	0	0	0.00%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	6,189,709	6,244,446	1,248,500	(4,995,946)	(80.01%)
10	Total Oper. Expenditures	\$6,225,868	\$6,292,805	\$1,288,053	(\$5,004,752)	(79.53%)

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	■	No anticipated increase in salary for FY25
3	↓	Decrease is due to rightsizing the budget based on historical spending
4	↓	Decrease is due to rightsizing the budget based on historical spending
6	↓	Decrease is due to rightsizing the budget based on historical spending
9	↓	Decrease is due to contractual changes with regard to the bookstores



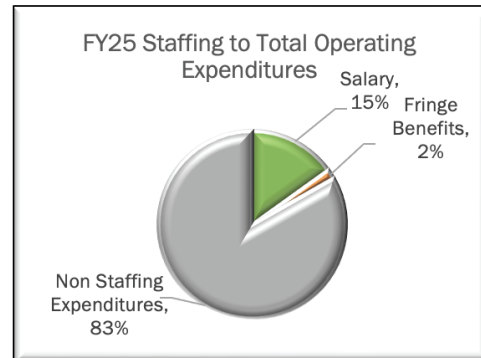
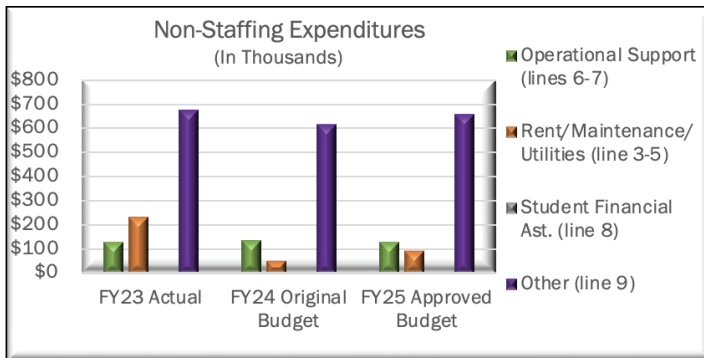
OTHER FUNDS OPERATING EXPENDITURES

The Other Funds Dashboard summarizes a variety of funds that are utilized to meet specific programs in the College and community. These programs include Tri-C JazzFest, nursing and radiologic technology, the community music program and the Massage Therapy Clinic. Some of these independent funds are considered quasi-auxiliary funds, as described in the [FY25 Fund Overview](#).

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$76,387	\$185,241	\$160,819	(\$24,422)	(13.18%)
2	Fringe Benefits	15,520	11,375	17,550	6,175	54.29%
3	Software & Equipment Rental	234,588	49,500	89,500	40,000	80.81%
4	Maintenance & Repairs	288	5,000	5,000	0	0.00%
5	Utilities	0	0	0	0	0.00%
6	Supplies	107,212	91,935	92,435	500	0.54%
7	Marketing	21,217	44,940	37,940	(7,000)	(15.58%)
8	Financial Aid and Grant Match	3,138	4,000	4,000	0	0.00%
9	Other	675,554	615,730	655,169	39,439	6.41%
10	Total Oper. Expenditures	\$1,133,904	\$1,007,721	\$1,062,413	\$54,692	5.43%

†

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↓	Decrease is due to the rightsizing of the budget based on historical spending
2	↑	Increase is due to adjusting the budget to more accurately reflect anticipated spending
3	↑	Increase due to additional equipment rentals expected for JazzFest
7	↓	Decrease is due to an anticipated reduction in advertising costs
9	↑	Increase is due to rightsizing the budget based on historical spending

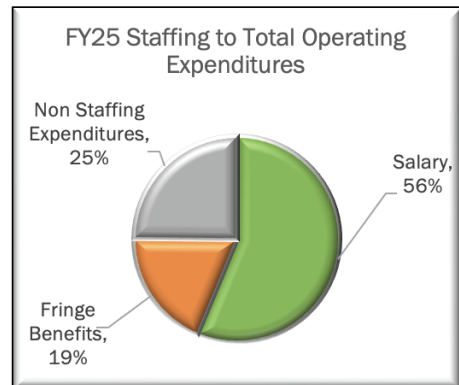
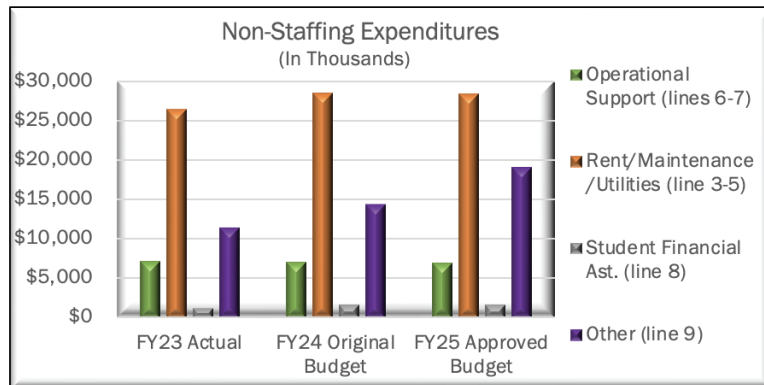


GENERAL FUND OPERATING EXPENDITURES

The General Fund accounts for the president, A&F, AL&S and Stratgey MOUs. College-level entries, such as bad debt, Cuyahoga County Treasurer's fees, service award payouts and vacancy savings, are included in this dashboard but not on an individual dashboard.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$117,840,725	\$124,298,649	\$126,678,406	\$2,379,757	1.91%
2	Fringe Benefits	\$40,110,120	\$42,058,860	\$42,621,329	562,469	1.34%
3	Software & Equipment Rental	\$13,280,344	\$14,217,502	\$13,852,246	(365,256)	(2.57%)
4	Maintenance & Repairs	\$7,307,571	\$7,429,995	\$7,752,790	322,795	4.34%
5	Utilities	\$5,809,524	\$6,778,821	\$6,703,821	(75,000)	(1.11%)
6	Supplies	\$3,248,318	\$2,909,419	\$2,898,353	(11,066)	(0.38%)
7	Marketing	\$3,910,394	\$4,196,107	\$4,082,819	(113,288)	(2.70%)
8	Financial Aid and Grant Match	\$1,174,731	\$1,623,386	\$1,623,386	0	0.00%
9	Other	\$11,394,041	\$14,344,691	\$19,017,228	4,672,537	32.57%
10	Total Oper. Expenditures	\$204,075,768	\$217,857,430	\$225,230,378	\$7,372,948	3.38%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is due to general wage increases offset by recent hiring savings
2	↑	Increase is due to general wage increases offset by recent hiring savings
3	↓	Decrease is due to rightsizing the budget based on historical spending
4	↑	Increase is due to contractual increases for building maintenance
9	↑	Increase is due to the establishment of various investment pools

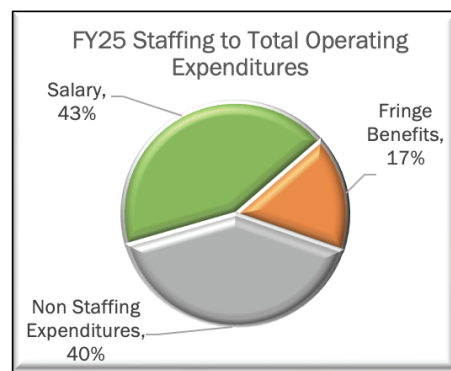
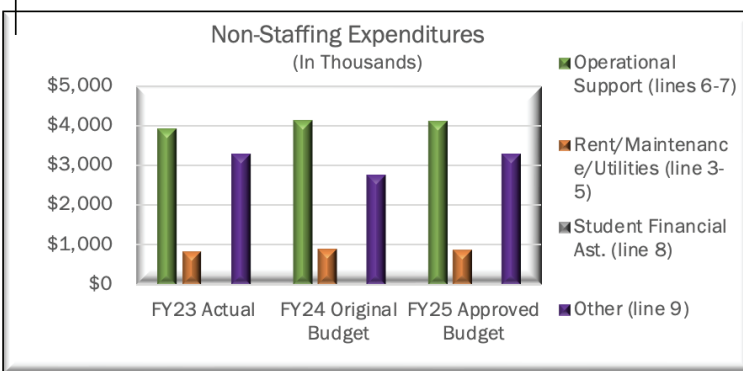


PRESIDENT GENERAL FUND OPERATING EXPENDITURES

The President’s Dashboard summarizes the activities of the Office of the President, the Office of Resource Development, Student Development, Governmental Relations and Community Outreach, the Office of Legal Services, Integrated Communications and the Board of Trustees. These areas assist in the overall guidance of the College.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$7,715,281	\$8,373,352	\$8,887,116	\$513,764	6.14%
2	Fringe Benefits	3,058,925	3,247,784	3,440,168	192,384	5.92%
3	Software & Equipment Rental	708,772	767,619	764,065	(3,554)	(0.46%)
4	Maintenance & Repairs	109,972	109,938	102,615	(7,323)	(6.66%)
5	Utilities	0	0	0	0	0.00%
6	Supplies	353,706	259,857	339,789	79,932	30.76%
7	Marketing	3,583,642	3,890,182	3,793,293	(96,889)	(2.49%)
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	3,304,726	2,781,534	3,309,660	528,126	18.99%
10	Total Oper. Expenditures	\$18,835,024	\$19,430,266	\$20,636,706	\$1,206,440	6.21%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is a result of restructuring and addition of Student Development
2	↑	Increase is a result of restructuring and addition of Student Development
6	↑	Increase is a result of restructuring and addition of Student Development
7	↓	Decrease is a result of additional marketing initiatives that were funded for FY24 only
9	↑	Increase is a result of restructuring and addition of Student Development

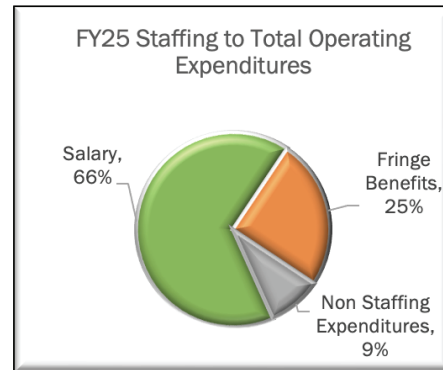
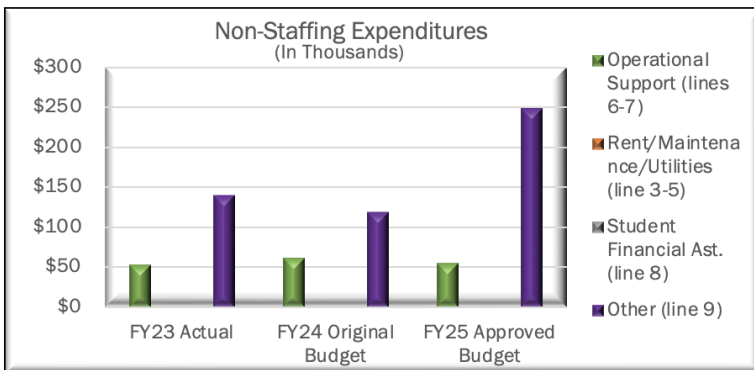


STRATEGY GENERAL FUND OPERATING EXPENDITURES

Strategy is responsible for Access and Community Connections, Institutional Research, Institutional Progress, and Effectiveness and Diversity.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$1,275,523	\$1,575,167	\$2,241,088	\$665,921	42.28%
2	Fringe Benefits	493,452	593,580	849,771	256,191	43.16%
3	Software & Equipment Rental	0	0	0	0	0.00%
4	Maintenance & Repairs	0	0	0	0	0.00%
5	Utilities	0	0	0	0	0.00%
6	Supplies	43,992	42,667	46,423	3,756	8.80%
7	Marketing	8,862	17,654	8,323	(9,331)	(52.85%)
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	139,452	118,564	248,766	130,202	109.82%
10	Total Oper. Expenditures	\$1,961,281	\$2,347,632	\$3,394,371	\$1,046,739	44.59%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is due to the addition of the VP of Institutional Effectiveness and chief diversity officer
2	↑	Increase is due to the addition of the VP of Institutional Effectiveness and chief diversity officer
6	↑	Increase is due to rightsizing the budget based on historical spending
7	↓	Decrease is due to rightsizing the budget based on historical spending
9	↑	Increase is due to the establishment of the strategy investment pool

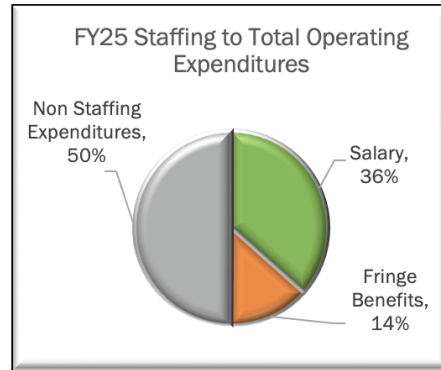
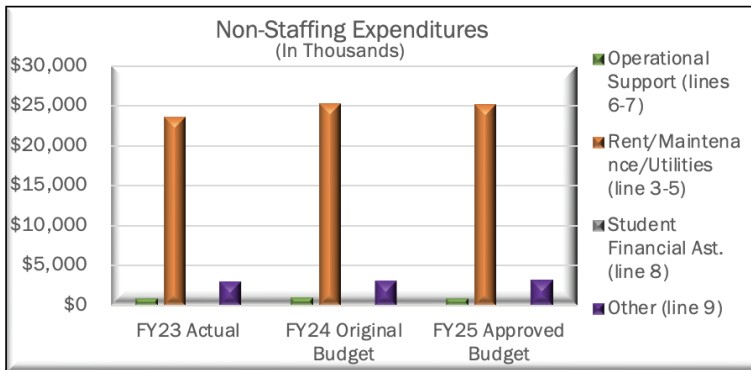


ADMINISTRATION AND FINANCE GENERAL FUND OPERATING EXPENDITURES

This MOU includes Finance and Business Services, Plant Operations, Information Technology, Public Safety and Human Resources. Therefore, a majority of the College's facility and operational costs are budgeted in this MOU.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$19,252,391	\$20,959,202	\$21,394,034	\$434,832	2.07%
2	Fringe Benefits	7,157,371	7,797,780	7,927,392	129,612	1.66%
3	Software & Equipment Rental	10,801,801	11,487,548	11,179,137	(308,411)	(2.68%)
4	Maintenance & Repairs	6,926,981	7,007,651	7,300,986	293,335	4.19%
5	Utilities	5,809,524	6,778,821	6,703,821	(75,000)	(1.11%)
6	Supplies	768,817	830,104	809,396	(20,708)	(2.49%)
7	Marketing	83,318	87,311	57,502	(29,809)	(34.14%)
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	2,883,854	3,068,995	3,185,756	116,761	3.80%
10	Total Oper. Expenditures	\$53,684,057	\$58,017,412	\$58,558,024	\$540,612	0.93%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is due to general wage increases
2	↑	Increase is due to general wage increases
3	↓	Decrease is due to rightsizing the budget based on historical spending
4	↑	Increase is due to contractual increases for building maintenance
9	↑	Increase is due to some realignments, offset by a reduction due to rightsizing based on trends

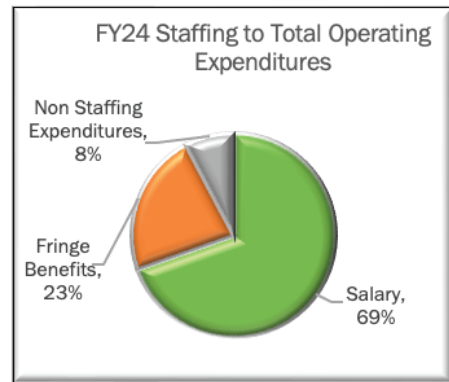
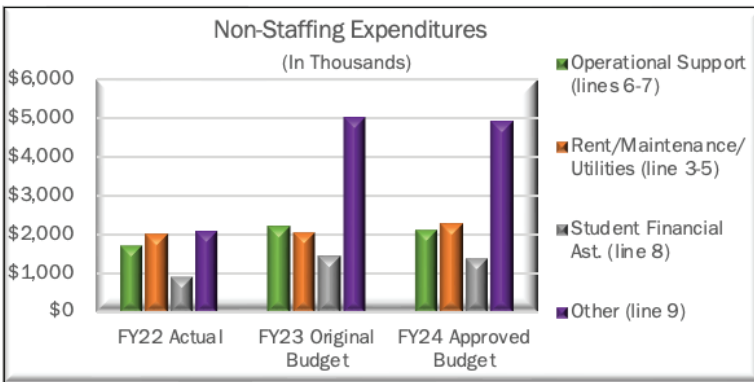


ACCESS, LEARNING AND SUCCESS GENERAL FUND OPERATING EXPENDITURES

This dashboard consolidates the School of Liberal Arts and Sciences, the School of Creative Arts, the School of Advanced Manufacturing, Engineering and Computer Science, the School of Nursing and Health Professions, the School of Business, Legal Professions and Hospitality, the Eastern Campus, the Metropolitan Campus, the Western Campus, the Westshore Campus and the EVP of AL&S units.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$90,124,413	\$97,870,280	\$97,578,639	(\$291,641)	(0.30%)
2	Fringe Benefits	27,926,714	31,057,777	31,873,923	816,146	2.63%
3	Software & Equipment Rental	1,657,610	1,770,129	1,962,334	192,205	10.86%
4	Maintenance & Repairs	349,893	259,587	318,730	59,143	22.78%
5	Utilities	0	0	0	0	0.00%
6	Supplies	1,495,837	1,959,301	1,889,479	(69,822)	(3.56%)
7	Marketing	193,583	235,755	219,322	(16,433)	(6.97%)
8	Financial Aid and Grant Match	894,927	1,425,662	1,373,386	(52,276)	(3.67%)
9	Other	2,087,396	5,041,542	4,940,105	(101,437)	(2.01%)
10	Total Oper. Expenditures	\$124,730,373	\$139,620,033	\$140,155,918	\$535,885	0.38%

Variance Analysis by Line Item for Increase ⬆ or Decrease ⬇		
1	⬇	Decrease is due to position realignment to better serve institutional needs.
2	⬆	Increase is due to salary increases and anticipated health care cost increases.
3	⬆	Increase is due to a change in account for parking spots at Hospitality Management.
6	⬇	Decrease is a result of planned cost containment initiatives.
9	⬇	Decrease is due to a change in account for parking spots at Hospitality Management.



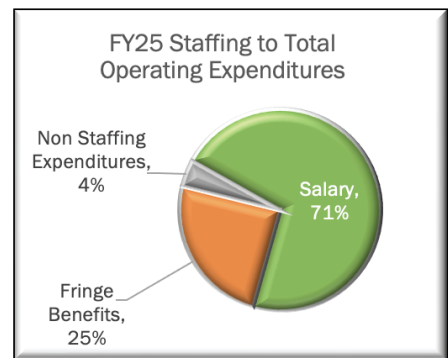
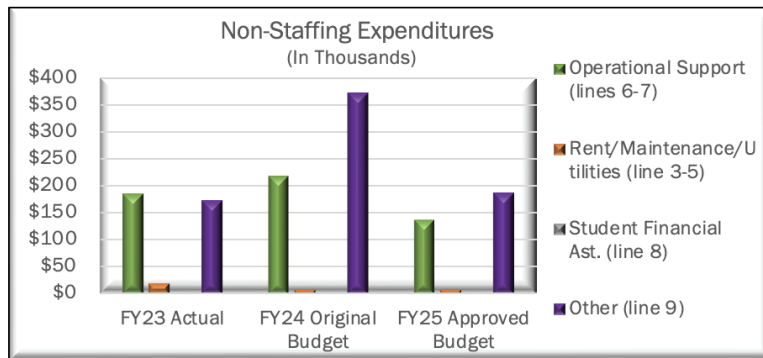
EASTERN CAMPUS GENERAL FUND OPERATING EXPENDITURES

Founded in 1971 and located off I-271 in Highland Hills, the Eastern Campus features Associate of Arts and Associate of Science degrees for students wishing to transfer to a four-year institution. The campus has partnerships with more than 40 four-year colleges and universities, offering more than 400 pathways to a four-year degree.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$4,927,911	\$8,649,092	\$5,582,231	(\$3,066,861)	(35.46%)
2	Fringe Benefits	1,701,775	2,504,273	1,912,424	(591,849)	(23.63%)
3	Software & Equipment Rental	0	0	0	0	0.00%
4	Maintenance & Repairs	18,782	8,879	8,086	(793)	(8.93%)
5	Utilities	0	0	0	0	0.00%
6	Supplies	154,567	205,474	113,060	(92,414)	(44.98%)
7	Marketing	31,789	12,950	24,044	11,094	85.67%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	173,621	371,831	187,968	(183,863)	(49.45%)
10	Total Oper. Expenditures	\$7,008,445	\$11,752,499	\$7,827,813	(\$3,924,686)	(33.39%)

+

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↓	Decrease is a result of part-time faculty budgets now reporting to school areas
2	↓	Decrease is a result of part-time faculty budgets now reporting to school areas
6	↓	Decrease is due to the extension of the Mandel Continuing Scholars grant
7	↑	Increase is due to rightsizing the budgets based on historical spending
9	↓	Decrease is due to the extension of the Mandel Continuing Scholars grant

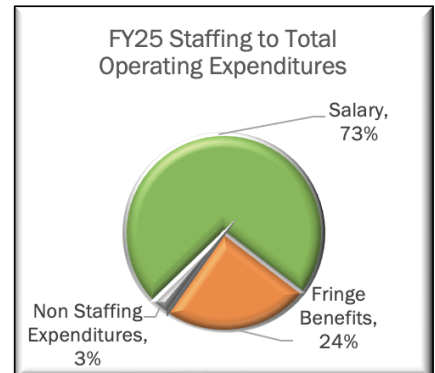
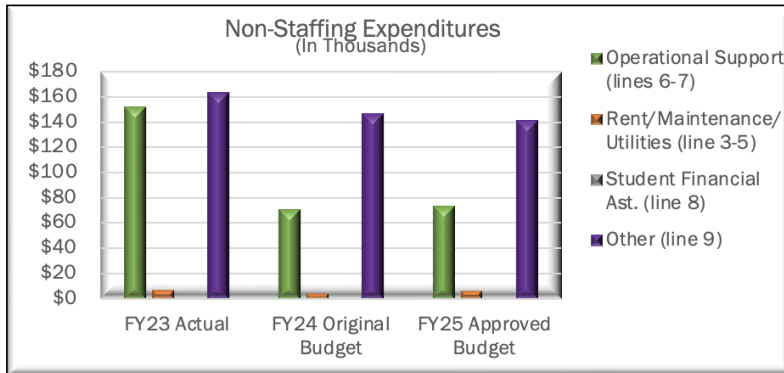


METROPOLITAN CAMPUS GENERAL FUND OPERATING EXPENDITURES

The Metropolitan Campus opened in 1969 as Tri-C's first campus. Located near downtown Cleveland in the Campus District, the Metro Campus offers state-of-the-art health careers labs, is home to the nationally renowned Tri-C JazzFest Cleveland, and features industry-standard learning facilities in programs such as Recording Arts and Technology, Nursing, Emergency Medical Technology and Electronic/Electrical Engineering.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$4,795,656	\$9,585,311	\$5,397,517	(\$4,187,794)	(43.69%)
2	Fringe Benefits	1,666,045	2,609,064	1,808,862	(800,202)	(30.67%)
3	Software & Equipment Rental	0	0	0	0	0.00%
4	Maintenance & Repairs	6,236	4,050	5,418	1,368	33.78%
5	Utilities	0	0	0	0	0.00%
6	Supplies	152,424	71,005	73,613	2,608	3.67%
7	Marketing	0	0	0	0	0.00%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	163,682	147,265	141,523	(5,742)	(3.90%)
10	Total Oper. Expenditures	\$6,784,043	\$12,416,695	\$7,426,933	(\$4,989,762)	(40.19%)

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↓	Decrease is due to the realignment of part-time faculty expenses to academic schools
2	↓	Decrease is due to the realignment of part-time faculty expenses to academic schools
4	↑	Increase is due to rightsizing the budgets based on historical spending
6	↑	Increase is due to rightsizing the budgets based on historical spending
9	↓	Decrease is due to rightsizing the budgets based on historical spending

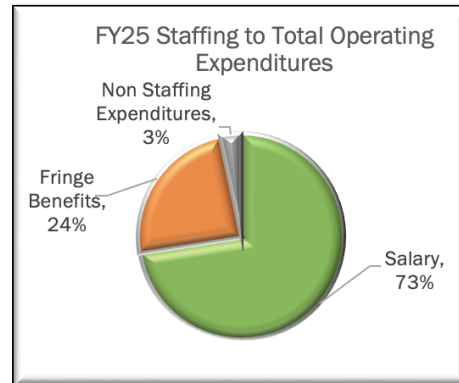
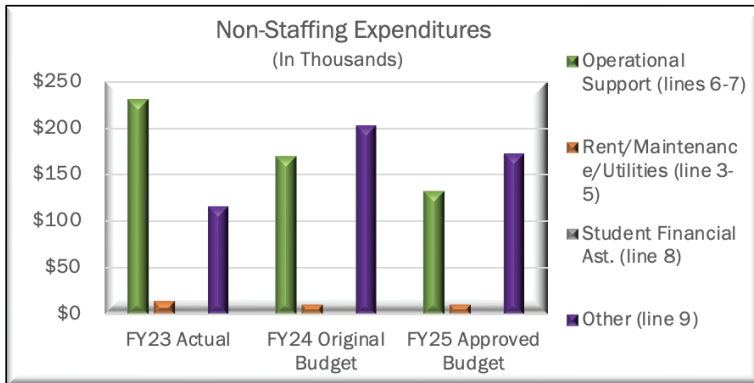


WESTERN CAMPUS GENERAL FUND OPERATING EXPENDITURES

Located in Parma, Tri-C's Western Campus opened in 1966 in the former Crile Veterans Hospital. The campus' original facilities were replaced in 1975 with a six-building interconnected complex. The Western Campus offers a rich mix of direct-to-job and transfer programs. Campus programming includes numerous health career programs. Students also benefit from industry-standard laboratories and learning environments such as the Advanced Automotive Technology Center.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$6,551,321	\$14,452,515	\$6,943,989	(\$7,508,526)	(51.95%)
2	Fringe Benefits	2,185,429	3,805,234	2,320,393	(1,484,841)	(39.02%)
3	Software & Equipment Rental	2,068	1,841	1,841	0	0.00%
4	Maintenance & Repairs	11,058	8,203	8,146	(57)	(0.69%)
5	Utilities	0	0	0	0	0.00%
6	Supplies	178,067	119,342	87,578	(31,764)	(26.62%)
7	Marketing	52,819	50,186	44,785	(5,401)	(10.76%)
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	116,140	202,569	171,845	(30,724)	(15.17%)
10	Total Oper. Expenditures	\$9,096,902	\$18,639,890	\$9,578,577	(\$9,061,313)	(48.61%)

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↓	Decrease is due to the realignment of part-time faculty expenses to academic schools
2	↓	Decrease is due to the realignment of part-time faculty expenses to academic schools
6	↓	Decrease is due to rightsizing the budgets based on historical spending
7	↓	Decrease is due to rightsizing the budgets based on historical spending
9	↓	Decrease is due to rightsizing the budgets based on historical spending

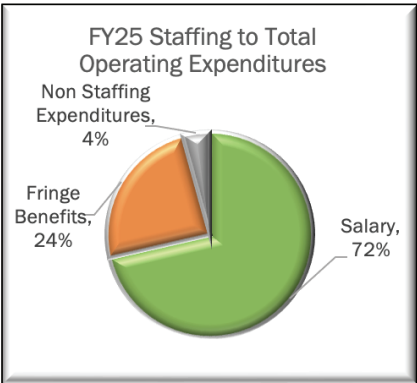
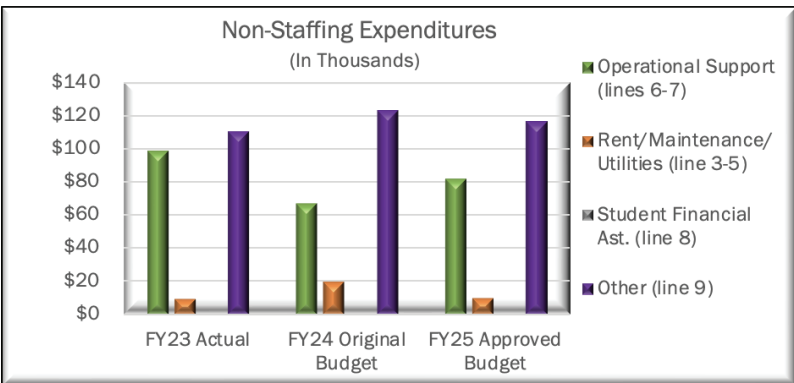


WESTSHORE CAMPUS GENERAL FUND OPERATING EXPENDITURES

The Westshore Campus is positioned on the western side of Cuyahoga County in Westlake. The Westshore Campus boasts state-of-the-art life sciences labs, a Technology Learning Center, free tutoring services, a bookstore, campus dining and more.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$3,170,024	\$5,054,819	\$3,485,100	(\$1,569,719)	(31.05%)
2	Fringe Benefits	1,080,731	1,472,217	1,188,710	(283,507)	(19.26%)
3	Software & Equipment Rental	0	0	0	0	0.00%
4	Maintenance & Repairs	9,233	19,411	9,442	(9,969)	(51.36%)
5	Utilities	0	0	0	0	0.00%
6	Supplies	92,120	55,695	73,526	17,831	32.02%
7	Marketing	6,295	11,088	8,015	(3,073)	(27.71%)
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	109,889	122,648	116,092	(6,556)	(5.35%)
10	Total Oper. Expenditures	\$4,468,292	\$6,735,878	\$4,880,885	(\$1,854,993)	(27.54%)

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↓	Decrease is due to the restructuring of part-time faculty to their focused areas
2	↓	Decrease is due to the restructuring of part-time faculty to their focused areas
4	↓	Decrease is due to rightsizing the budgets based on historical spending
6	↑	Increase is due to rightsizing the budgets based on historical spending
9	↓	Decrease is due to rightsizing the budgets based on historical spending

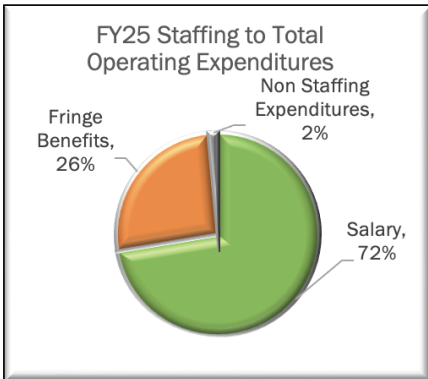
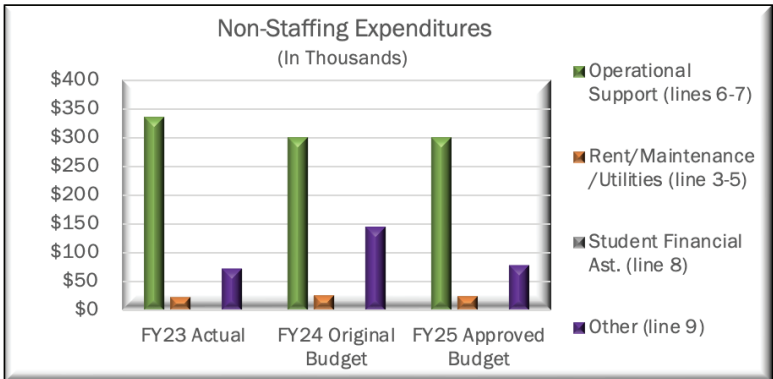


SCHOOL OF LIBERAL ARTS AND SCIENCES GENERAL FUND OPERATING EXPENDITURES

The School of Liberal Arts and Sciences is the largest of the newly created academic schools. The majority of the students served by this school are on a transfer pathway. Academic programs within the school include Chemistry, Biology, Mathematics, Foreign Languages and Philosophy, among others.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$28,823,444	\$20,679,439	\$20,780,657	\$101,218	0.49%
2	Fringe Benefits	9,152,001	7,490,405	7,527,514	37,109	0.50%
3	Software & Equipment Rental	0	0	0	0	0.00%
4	Maintenance & Repairs	22,491	24,612	23,557	(1,055)	(4.29%)
5	Utilities	0	0	0	0	0.00%
6	Supplies	333,492	297,662	297,059	(603)	(0.20%)
7	Marketing	1,648	2,043	3,274	1,231	60.25%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	71,439	143,772	77,156	(66,616)	(46.33%)
10	Total Oper. Expenditures	\$38,404,515	\$28,637,933	\$28,709,217	\$71,284	0.25%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is due to general wage increases
2	↑	Increase is due to general wage increases
4	↓	Decrease is due to rightsizing the budgets based on historical spending
7	↑	Increase is due to rightsizing the budgets based on historical spending
9	↓	Decrease is due to rightsizing the budgets based on historical spending

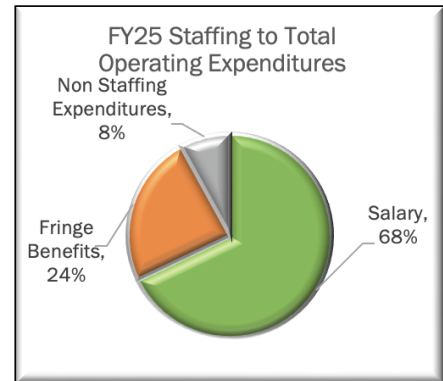
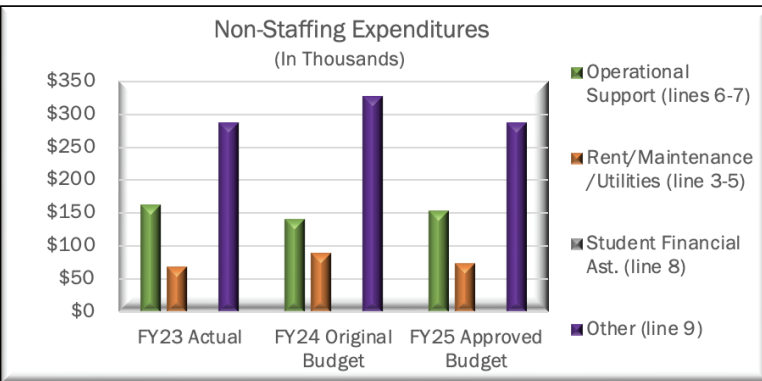


SCHOOL OF CREATIVE ARTS GENERAL FUND OPERATING EXPENDITURES

Creative Arts offers classes at many campus locations, with the hub of the program at the Gill and Tommy LiPuma Center for Creative Arts at the Metropolitan Campus. The School of Creative Arts houses media arts, recording arts and performing arts studios, music technology labs, and dance and theater studios.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$6,062,267	\$4,249,935	\$4,397,721	\$147,786	3.48%
2	Fringe Benefits	1,867,028	1,514,977	1,566,649	51,672	3.41%
3	Software & Equipment Rental	10,267	12,610	10,185	(2,425)	(19.23%)
4	Maintenance & Repairs	57,239	76,307	62,986	(13,321)	(17.46%)
5	Utilities	0	0	0	0	0.00%
6	Supplies	130,613	109,388	123,019	13,631	12.46%
7	Marketing	30,743	30,475	30,336	(139)	(0.46%)
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	286,128	327,023	286,555	(40,468)	(12.37%)
10	Total Oper. Expenditures	\$8,444,285	\$6,320,715	\$6,477,451	\$156,736	2.48%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is primarily due to general wage increases
2	↑	Increase is primarily due to general wage increases
4	↓	Decrease is due to rightsizing the budgets based on historical spending
6	↑	Increase is due to rightsizing the budgets based on historical spending
9	↓	Decrease is due to rightsizing the budgets based on historical spending

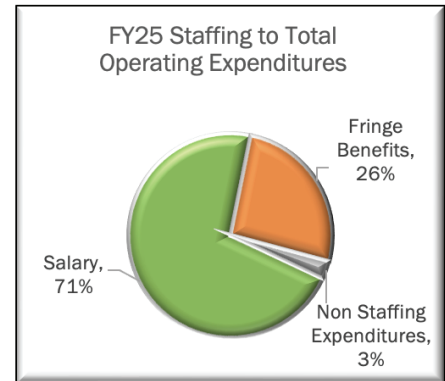
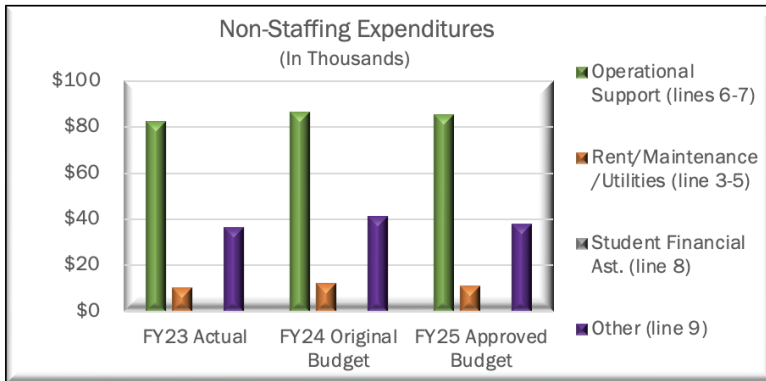


SCHOOL OF ADVANCED MANUFACTURING, ENGINEERING AND COMPUTER SCIENCE GENERAL FUND OPERATING EXPENDITURES

The School of Advanced Manufacturing, Engineering and Computer Science offers classes across all four campuses. This includes both credit and noncredit offerings in Automotive Technology, Manufacturing, Mechanical and Construction Engineering, and Information Technology.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$4,079,039	\$3,263,114	\$3,362,676	\$99,562	3.05%
2	Fringe Benefits	1,312,181	1,187,810	1,224,029	36,219	3.05%
3	Software & Equipment Rental	0	0	0	0	0.00%
4	Maintenance & Repairs	10,339	11,951	11,116	(835)	(6.99%)
5	Utilities	0	0	0	0	0.00%
6	Supplies	54,955	65,666	58,661	(7,005)	(10.67%)
7	Marketing	27,269	20,751	26,478	5,727	27.60%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	36,329	41,017	37,615	(3,402)	(8.29%)
10	Total Oper. Expenditures	\$5,520,112	\$4,590,309	\$4,720,575	\$130,266	2.84%

Variance Analysis by Line Item for Increase ⬆️ or Decrease ⬇️		
1	⬆️	Increase is due to general wage increases
2	⬆️	Increase is due to general wage increases
6	⬇️	Decrease is due to rightsizing the budgets based on historical spending
7	⬆️	Increase is due to rightsizing the budgets based on historical spending
9	⬇️	Decrease is due to rightsizing the budgets based on historical spending

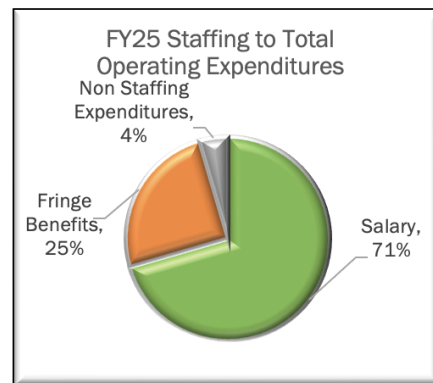
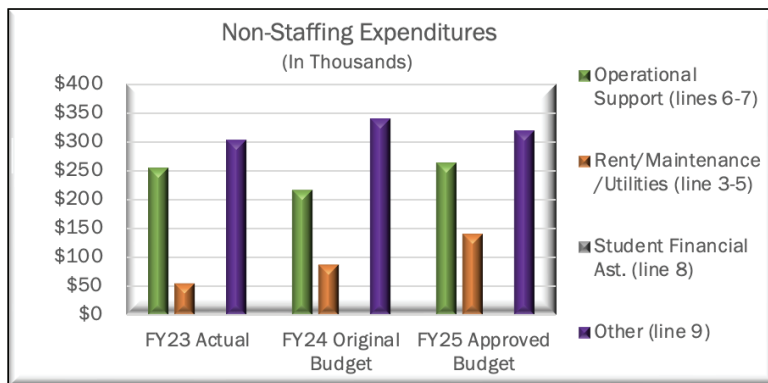


SCHOOL OF NURSING AND HEALTH PROFESSIONS GENERAL FUND OPERATING EXPENDITURES

The School of Nursing and Health Professions offers classes across all four campuses with opportunities for diverse student learning and exposure to various clinical agencies across Northeast Ohio.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$13,611,180	\$11,227,817	\$11,455,396	\$227,579	2.03%
2	Fringe Benefits	4,372,194	3,990,199	4,067,353	77,154	1.93%
3	Software & Equipment Rental	2,160	4,171	2,665	(1,506)	(36.11%)
4	Maintenance & Repairs	52,658	82,313	136,995	54,682	66.43%
5	Utilities	0	0	0	0	0.00%
6	Supplies	250,231	212,745	259,528	46,783	21.99%
7	Marketing	3,841	3,805	4,131	326	8.57%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	303,332	340,064	319,502	(20,562)	(6.05%)
10	Total Oper. Expenditures	\$18,595,596	\$15,861,114	\$16,245,570	\$384,456	2.42%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is primarily due to general wage increases
2	↑	Increase is primarily due to general wage increases
4	↑	Increase is primarily due to equipment maintenance contract renewals
6	↑	Increase is due to rightsizing the budgets based on historical spending
9	↓	Decrease is due to rightsizing the budgets based on historical spending

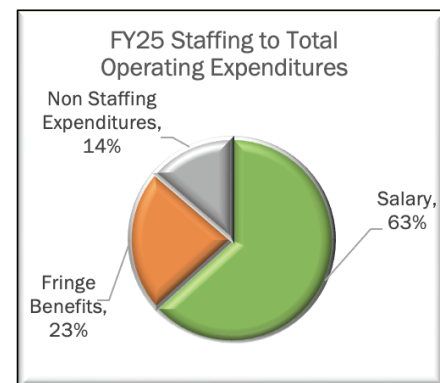
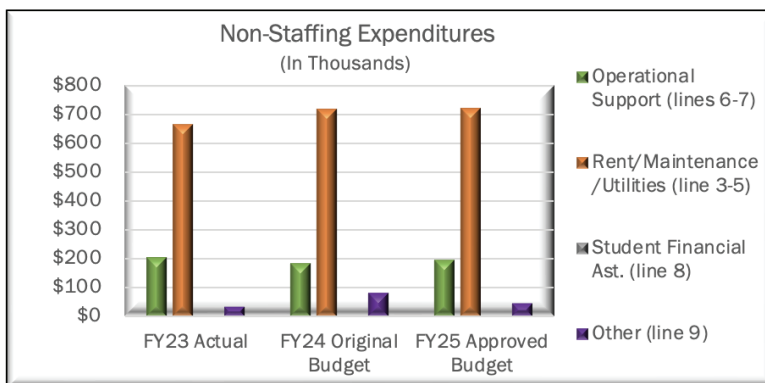


SCHOOL OF BUSINESS, LEGAL PROFESSIONS AND HOSPITALITY GENERAL FUND OPERATING EXPENDITURES

The School of Business, Legal Professions and Hospitality hosts classes across multiple campuses and includes the Hospitality Management Center at Public Square.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$6,421,330	\$4,396,261	\$4,443,267	\$47,006	1.07%
2	Fringe Benefits	2,023,152	1,604,635	1,618,550	13,915	0.87%
3	Software & Equipment Rental	636,446	689,217	688,841	(376)	(0.05%)
4	Maintenance & Repairs	27,714	27,936	29,747	1,811	6.48%
5	Utilities	0	0	0	0	0.00%
6	Supplies	182,167	171,752	171,263	(489)	(0.28%)
7	Marketing	18,721	11,447	21,892	10,445	91.25%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	31,970	78,280	44,690	(33,590)	(42.91%)
10	Total Oper. Expenditures	\$9,341,500	\$6,979,528	\$7,018,250	\$38,722	0.55%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is primarily due to general wage increases
2	↑	Increase is primarily due to general wage increases
4	↑	Increase is due to rightsizing the budget based on historical spending trends
7	↑	Increase is due to rightsizing the budget based on historical spending trends
9	↓	Decrease is due to rightsizing the budget based on historical spending trends

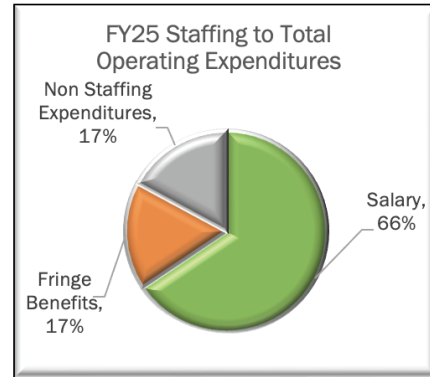
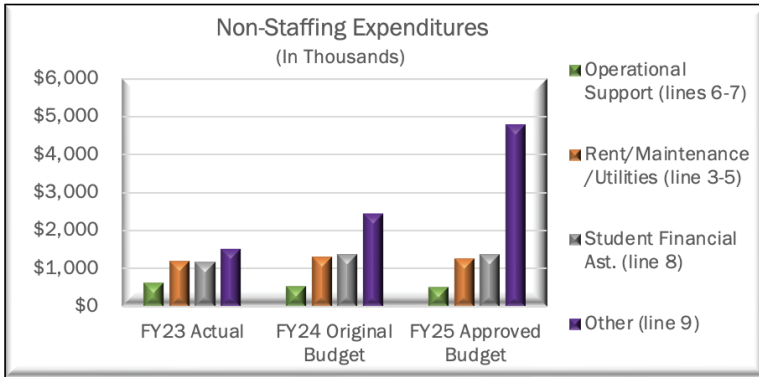


EVP ACCESS, LEARNING AND SUCCESS GENERAL FUND OPERATING EXPENDITURES

This MOU includes the Office of the EVP (Provost), Learning and Engagement, Enrollment Management, Television Production Services, and Academic and Faculty Affairs areas.

Expenditure Summary						
	Line Item Description	FY23 Actual	FY24 Original Budget	FY25 Approved Budget	\$ variance to FY24 Original Budget	% variance to FY24 Original Budget
1	Salary	\$10,650,487	\$12,791,339	\$30,370,074	\$17,578,735	137.43%
2	Fringe Benefits	3,932,224	4,568,829	8,037,320	3,468,491	75.92%
3	Software & Equipment Rental	1,139,759	1,254,496	1,205,512	(48,984)	(3.90%)
4	Maintenance & Repairs	54,868	48,744	53,696	4,952	10.16%
5	Utilities	0	0	0	0	0.00%
6	Supplies	553,372	468,062	445,438	(22,624)	(4.83%)
7	Marketing	61,447	58,215	60,746	2,531	4.35%
8	Financial Aid and Grant Match	1,174,102	1,373,386	1,373,386	0	0.00%
9	Other	1,517,462	2,445,498	4,776,892	2,331,394	95.33%
10	Total Oper. Expenditures	\$19,083,721	\$23,008,569	\$46,323,064	\$23,314,495	101.33%

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is primarily due to part-time faculty budgets moving to Learning and Engagement
2	↑	Increase is primarily due to part-time faculty budgets moving to Learning and Engagement
3	↓	Decrease is due to rightsizing the budgets based on historical spending
6	↓	Decrease is due to rightsizing the budgets based on historical spending
9	↑	Increase is due to the newly established investment pool



CAPITAL REVENUES AND EXPENDITURES

The total capital expenditure budget for FY25 is split between the bond retirement fund and various capital project funds. The bond retirement fund includes the property tax receipts, associated debt service payments and other administrative expenses of the College's general obligation bonds.

The other capital project funds record the spending of state capital appropriations as well as the capital transfers from the general fund and are utilized to ensure the College's facilities and equipment are updated and provide a safe, comfortable and modern environment in which students can learn, be engaged and achieve success.

State capital appropriations are allocated to institutions of higher education across the state as part of Ohio's capital budget. For the FY25-FY26 biennium budget, it's anticipated that the state will allocate \$14.3 million for capital renovation projects at the College. All of these dollars are received in the first year of the biennium and spent over the next two years. The College anticipates using those funds for \$8.1 million for infrastructure maintenance and equipment and \$6.2 million for renovations and signage.

Cuyahoga Community College Bond Retirement Fund Revenue and Expenditures	
Line Item Description	FY25 Approved Budget
1 Beginning Fund Balance	12,483,994
REVENUE:	
2 County Levies	13,884,650
3 Interest & Other Revenue	697,479
EXPENDITURES	
4 Interest & Other Fees	7,145,407
5 Debt Principal Payments	6,325,000
6 Ending Fund Balance	13,595,716

Cuyahoga Community College Capital / Plant Funds Revenue and Expenditures	
Line Item Description	FY25 Approved Budget
1 Beginning Fund Balance	8,886,203
REVENUE:	
2 State Capital Appropriations	14,300,000
3 Transfers from General fund	11,550,000
CAPITAL EXPENDITURES:	
4 Infrastructure Maint. & Equip.	7,750,000
5 State Capital Matching	3,300,000
6 Sustainability Initiative	500,000
8 Internally Funded Capital Expenditures	11,550,000
9 Infrastructure Maint.	3,700,000
10 Enrollment Center, Financial Aid & Advising Reno	1,750,000
11 Wayfinding Signage	750,000
12 Corporate College Renovations	600,000
13 Security Services Equipment	350,000
14 State Funded Capital Expenditures	7,150,000
15 Total Capital Expenditures	18,700,000
16 Ending Fund Balance	16,036,203

FY25 Fund Balances

For defining the fund balance, financial planning and budgeting, the College uses a modified cash basis as defined in [Basis of Budgeting](#). As a result, the depreciation expenditures normally associated with the fund balance are not included in the budget. The following table portrays the FY25 forecasted fund balance by major fund type.

FY25 APPROVED FUND BALANCES BY MAJOR FUND TYPE						
Fund	Approved		FY25 Expenditures	FY25 Interfund Transfers (To) / From	Approved Ending FY25 Fund Balance	Increase (Decrease) in Fund Balance
	Beginning FY25 Fund Balance ¹	FY25 Revenues				
General Fund	\$109,386,891	\$247,754,334	\$225,230,376	\$28,556,834	\$103,354,015	(\$6,032,876)
Other Unrestricted Funds	96,482,582	834,157	1,062,413	(228,256)	96,482,582	0
Corporate College® Fund	0	4,060,939	5,876,119	(1,815,180)	0	0
Workforce Solutions Funds	0	11,272,737	14,675,914	(3,403,177)	0	0
Unrestricted Funds	205,869,473	263,922,167	246,844,822	23,110,221	199,836,597	(6,032,876)
Restricted Funds²	7,606,835	54,199,971	54,199,971	0	7,606,835	0
Auxiliary Funds	790,904	2,705,594	1,288,053	1,417,541	790,904	0
Other Funds	167,249	0	1,272,922	(1,272,922)	167,249	0
Total Non-Capital Funds	214,434,461	320,827,732	303,605,768	23,254,840	208,401,585	(6,032,876)
Bond Retirement Fund³	12,483,994	14,582,129	13,470,407	0	13,595,716	1,111,722
Capital / Plant Funds⁴	8,886,203	25,850,000	41,954,841	(23,254,840)	16,036,202	7,149,999
Total College	\$235,804,658	\$361,259,861	\$359,031,016	\$0	\$238,033,503	\$2,228,845

FOOTNOTES:
¹Unaudited year end financial information projected as of January 2024. Impacts of GASB 68 are excluded. Information is considered preliminary and subject to change.
²Restricted funds can be awarded for multiple fiscal years and leave a residual value. The amounts and duration of the funds are not known at the time of budgeting. High level historical models are used to project the FY25 revenue and expenditure budgets.
³Bond Retirement Funds track the liability, interest expense, and associated property tax receipts for the College's General Obligation Bonds.
⁴Includes debt service payments, equipment/technology allocations and expenses associated with State Capital Appropriations

The College uses all of these fund types each fiscal year, with variations on the number of restricted and other funds based on current grants and College activities.

The decrease in the General Fund balance can be attributed to the levy cycle, as property taxes are the primary source of revenue for the College. The net change from the Bond Retirement Fund is due to expected interest payments. Finally, the decrease in fund balance for Capital / Plant Funds is due utilization of the biennial receipt of state capital appropriations, which are received in the first year of the biennium and spent over the two years.

FY25 Personnel Analysis

College operations require positions with diverse skill sets to provide academic instruction on the campuses, facility operations, position management, financial management, and overall direction and guidance to the College. The College balances a mix of full-time and part-time employees to align the variability in course offerings, enrollment size and operational needs on an annual basis.

Staffing Classifications

The majority of staffing is in the general fund. Staffing can be grouped into four major categories: Credit Instruction, Institutional Support, Plant Operations and Public Services. As expected in an educational institution, the Credit Instruction category drives the majority of the College's staffing, with 68% of the general fund's full-time equivalent (FTE). The other staffing categories for the general fund represent support and service staff (i.e.,

finance, human resources, marketing, etc.), plant operations and administration. Collectively, the noninstructional categories represent a smaller portion of the College's staff; however, they provide essential support services and administration to the College.

The unrestricted non-general funds listed collectively in the tables on the following pages provide a larger representative sample and provide a more meaningful trend analysis.

As an educational institution, staffing is the largest expenditure for the College. Therefore, it is important to understand the changes in staffing each year. The normal movement of staff from year to year can stem from organizational unit transfers, program changes and/or position changes.

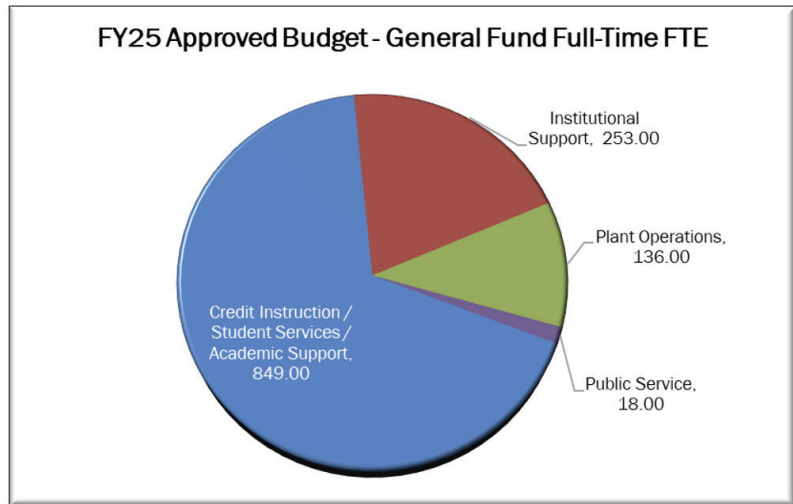
The information on the following pages provides an analysis of the year-over-year changes in general fund employees from FY23 through FY25 (measured in FTE).

FY25 Full-Time General Fund Staffing Positions

The Full-Time General Fund Staffing Comparison table (below) summarizes the College's three-year general fund staffing trend by MOU, campus and academic school.

FY23's actual FTE does not include approximately 127 positions that were vacant as of June 5, 2023, whereas the budget columns include all positions (filled and vacant). The variance in FTE from FY23 to FY25 is mainly due to the addition of several positions to support the newly created Strategy area as well as the Student Development and Educational Pipeline unit within the president's area.

For FY25, we will continue to collaborate with the EVPs to ensure our staffing levels are sufficient to support the needs of our students and community.



As the College moves forward and adapts in FY25, we will continue to evaluate staffing to ensure student services and operations are effective and efficient. The staffing positions presented in the following FY25 Approved FTE table will ensure the needs of the College to operate effectively in FY25.

FY25 APPROVED BUDGET FULL-TIME GENERAL FUND STAFFING COMPARISON				
Major Operating Unit	FY23 Actual FTE	FY24 Original Budget FTE	FY25 Approved Budget FTE	Change to FY24 Budget
Access, Learning & Success units:				
School of Adv. Manufacturing, Engineering, Computer Scienc	0	0	41	41
School of Business, Legal & Hospitality	0	0	45	45
School of Creative Arts	0	0	51	51
School of Liberal Arts & Sciences	0	0	226	226
School of Nursing & Health Professions	0	0	130	130
Eastern Campus	135	151	62	-89
Metropolitan Campus	191	209	61	-148
Western Campus	283	299	74	-225
Westshore Campus	74	79	37	-42
EVP Access, Learning & Success	160	177	150	-27
Sub-total AL&S & Campuses	843	915	877	-38
EVP Administration & Finance	236	264	266	2
EVP Strategy	0	0	21	21
Office of the President	55	67	92	25
Total	1,134	1,246	1,256	10
Year Over Year Variances		112	10	
Percentage Variance		9.9%	0.8%	
* FY23 actual FTE based on staffing at 6/5/23 and does not include vacant positions, FY24 budgeted FTE based on original budget at 7/1/23 and FY25 FTE based on 3/1/24 request.				
* 10 FTE total change primarily within the EVP of Strategy and SVP Student Development & Educational Pipeline.				

Full-Time Staffing Positions (FTE) by Major Operating Unit

FY25 Approved FTE										
Full-Time Staffing By Major Operating Unit and Employee Category										
Major Operating Unit	Admin.	Full-Time Faculty	Prof.	Exempt Union	Non-Exempt Union	Bldg Ground Service Union	Exempt Non-Union	Non-Exempt Non-Union	Bldg Ground Service Super.	Full Time Positions
GENERAL FUND (GF)										
Access, Learning & Success:										
School of Adv. Manufacturing, Engineering, Computer Sci	3.00	29.00	2.00	0.00	3.00	0.00	1.00	3.00	0.00	41.00
School of Business, Legal & Hospitality	4.00	34.00	3.00	0.00	2.00	0.00	0.00	2.00	0.00	45.00
School of Creative Arts	2.00	24.00	8.00	0.00	9.00	0.00	3.00	5.00	0.00	51.00
School of Liberal Arts & Sciences	8.00	183.00	5.00	0.00	15.00	0.00	7.00	8.00	0.00	226.00
School of Nursing & Health Professions	3.00	65.00	49.00	0.00	4.00	0.00	1.00	8.00	0.00	130.00
Eastern Campus	10.00	9.00	4.00	0.00	23.00	0.00	6.00	10.00	0.00	62.00
Metropolitan Campus	8.00	10.00	4.00	0.00	27.00	0.00	6.00	6.00	0.00	61.00
Western Campus	10.00	14.00	6.00	0.00	29.00	0.00	7.00	8.00	0.00	74.00
Westshore Campus	8.00	5.00	2.00	0.00	12.00	0.00	3.00	7.00	0.00	37.00
EVP Access, Learning & Success	23.00	0.00	45.00	0.00	48.00	0.00	15.00	19.00	0.00	150.00
Total Access, Learning & Success	79.00	373.00	128.00	0.00	172.00	0.00	49.00	76.00	0.00	877.00
EVP Administration & Finance	24.00	0.00	56.00	1.00	19.00	104.00	22.00	25.00	15.00	266.00
EVP Strategy	8.00	0.00	7.00	0.00	0.00	0.00	2.00	4.00	0.00	21.00
Office of the President	28.00	0.00	31.00	0.00	9.00	0.00	11.00	13.00	0.00	92.00
Subtotal GF FT Staffing (FTE):	139.00	373.00	222.00	1.00	200.00	104.00	84.00	118.00	15.00	1,256.00
NON-GENERAL FUND (NGF):										
WCED	10.00	0.00	17.00	0.00	0.00	0.00	2.00	18.00	0.00	47.00
Corporate College	5.00	0.00	8.00	0.00	0.00	0.00	0.00	5.00	0.00	18.00
Subtotal NGF FT Staffing (FTE)	15.00	0.00	25.00	0.00	0.00	0.00	2.00	23.00	0.00	65.00
Total FT Staffing (FTE):	154.00	373.00	247.00	1.00	200.00	104.00	86.00	141.00	15.00	1,321.00

Full-Time Staffing Expenditure Trends

The Unrestricted Full-Time Salary and Benefits Expenditure by Employee Category table on the next page details the trend of expenditures from FY23 to FY25. Between FY23 and FY25, full-time salary and benefit expenditures increased in both the general fund and non-general fund. The primary drivers of the variance are the anticipated general wage increases, salary adjustments, negotiated contractual increases and planned staffing increases. Another significant variance driver to note is that the FY23 actuals do not include expenses for vacant positions, while the FY24 and FY25 budgets include vacant positions as anticipated expenses. All full-time and nonfaculty positions are reviewed by the Strategic Position Review Executive Committee prior to creating a position budget. The number of full-time positions increased by 10 from the FY24 original budget to the FY25 approved budget, primarily due to the addition of several positions within the newly created departments of Strategy and Student Development and Educational Pipeline, as well as the creation of the Center for Entrepreneurs and the Podcast Studio.

Unrestricted Full-Time Salary and Benefits Expenditure by Employee Category			
Position Category	FY23 Actual	FY24 Original Budget	FY25 Approved Budget
GENERAL FUND:			
Administrators	\$16,791,506	\$17,122,128	\$17,809,583
Full-Time Faculty	30,020,642	34,852,853	35,309,734
Full-Time Lecturer	2,115,599	1,000,000	1,000,000
Sabbatical Leave	950,374	0	0
Professional	14,429,894	16,924,656	17,539,547
Exempt Union Personnel	25,973	60,319	62,470
Non-Exempt Union Personnel	11,008,410	12,140,679	12,373,156
Bldg Ground Service Union	5,383,315	6,053,600	6,017,565
Exempt Non-Union Personnel	4,199,432	5,038,330	5,312,092
Non-Exempt Non-Union Prsl	5,108,008	6,427,840	6,487,542
Bldg Ground Serv Supervisor	900,765	1,122,468	1,141,952
Full-Time Salary Recoupment	0	(2,783,883)	(3,663,004)
Overtime Payments	759,786	580,013	580,013
Full-Time Fringe Benefits	34,230,778	37,049,585	37,746,889
Fringe Benefits-Special	930,444	779,627	780,627
Employee Educational Fund	27,836	50,000	50,000
Tuition Reimbursement	127,132	187,500	175,000
Fringe Recoupment	0	(1,016,117)	(1,336,996)
Employee Referral Program	10,000	0	12,500
Total Full-Time General Fund	127,019,894	135,589,598	137,398,670
NON-GENERAL FUNDS:			
Administrators	1,214,425	1,686,595	2,145,011
Professional	1,550,685	1,870,599	1,915,702
Non-Exempt Union Personnel	0	0	72,441
Exempt Non-Union Personnel	113,915	179,506	126,634
Non-Exempt Non-Union Prsl	1,001,311	1,091,330	1,140,439
Overtime Payments	7,022	2,000	3,000
Full-Time Fringe Benefits	1,439,012	1,762,230	1,971,082
Fringe Benefits-Special	53,177	44,083	67,583
Total Full-Time Non-General Funds	5,379,547	6,636,343	7,441,892
Total Full-Time College	\$132,399,441	\$142,225,941	\$144,840,562

Part-Time Position Staffing and Expenditure Trends

The part-time staffing, instructional and noninstructional dollars will vary between years, depending on anticipated program offerings and program demand. If the demand for a particular program is lower than anticipated, the dollars are not spent. Over the past five years, the general fund has adjusted part-time expenditures to accommodate adjunct faculty, media and laboratory technicians, athletics, recreation, enrollment, and buildings and grounds staff. For FY25, an increase in part-time faculty and student services positions is anticipated to support increased enrollment and on-campus events compared to FY24.

Unrestricted Part-Time Salary and Benefits Expenditure by Employee Category			
Position Category	FY23 Actual	FY24 Original Budget	FY25 Approved Budget
GENERAL FUND:			
Summer Faculty FT Rate	\$5,910,988	\$6,114,856	\$6,238,408
Summer Faculty PT Rate	610,265	572,538	634,399
Summer Adjunct	1,719,374	1,704,678	1,706,070
Full-Time Faculty Adjunct Asgmnmt.	1,416,812	1,153,133	1,407,808
Adjunct for Faculty-Reassign Time	1,557,517	-	-
PT Instructor Assignment	8,386	7,295	7,295
Adjunct Faculty	8,117,010	9,035,788	9,383,444
Faculty Substitutions	31,226	49,936	49,936
Faculty Evaluations	21,900	26,832	26,832
Part-Time Temp Union	1,547,461	2,157,093	2,347,716
Tutor - Non-Academic	784,068	920,052	932,725
Part-Time Seasonal	-	58,065	58,065
Interim for Full Time Non Faculty	716,224	-	-
Part-Time Temp Agency	-	4,986	4,986
Temp Agency PT Replace	16,193	-	-
Part-Time Temp Non-Union	1,281,512	1,675,479	1,548,409
PT Temp Bldg Grnds Serv	1,237,515	1,445,811	1,529,832
Supplemental PT Non-Faculty Asgmnmt.	161,121	97,948	97,948
PT Non-Instructional Faculty	864,079	513,617	492,731
Student Assist-Regular	145,369	221,540	241,153
Part-Time Fringe Benefits	4,783,932	5,005,764	5,190,808
PT Faculty Support	-	2,500	2,500
Total Part-Time General Fund	30,930,952	30,767,911	31,901,065
NON-GENERAL FUNDS:			
Summer Adjunct	38,066	36,817	37,058
Full-Time Faculty Adjunct Asgmnmt.	2,428	0	0
PT Instructor Assignment	1,354,298	1,771,134	1,645,102
Adjunct Faculty	3,615,419	3,455,960	3,467,881
Part-Time Seasonal	20,470	12,420	12,717
Interim for Full Time Non Faculty	42,996	0	0
Temp Agency PT Replace	14,192	0	0
Part-Time Temp Non-Union	387,789	580,677	508,998
PT Temp Bldg Grnds Serv	0	0	0
Supplemental PT Non-Faculty Asgmnmt	4,496	10,653	555
Student Assist-Regular	0	0	5,890
Part-Time Fringe Benefits	390,129	498,079	463,463
Total Part-Time Non-General Funds	5,870,283	6,365,740	6,141,664
Total Part-Time College	\$36,801,235	\$37,133,651	\$38,042,729

The College has many diverse employee categories that involve union, nonunion, faculty, nonfaculty and management, which adds complexity to the staffing that will bring us successfully into the future. The College will continue to evaluate its operations and will adjust its staffing levels accordingly.

GLOSSARY

- **15+ Perks Program** — An incentive for students to enroll full-time and earn rewards equal to 50% of their tuition. This program rewards students for enrolling each term and provides a way to complete a degree or certificate within two years.
- **30 Credit Hour Standard** — Provides a tuition waiver for the summer session when a student achieves 30 credits within the academic year. The waiver is 50% of the cost of tuition up to 12 credits.
- **Academic Year (AY)** — The annual period during which a student attends college. The fall semester is from August to December, and the spring semester is from January to May. A summer session of 10 weeks begins in May.
- **Accrual Basis of Accounting** — An accounting method in which transactions are recognized in the fiscal year when they occur, regardless of when cash is received or disbursed.
- **Age Discrimination in Employment Act of 1967 (ADEA)** — Protects certain applicants and employees 40 years of age and older from discrimination on the basis of age in hiring, promotion, discharge, compensation, or terms, conditions or privileges of employment. The ADEA is enforced by the U.S. Equal Employment Opportunity Commission.
- **Alternative Retirement Plan (ARP)** — A defined contribution retirement plan with benefits determined by the amount of contributions and investment earnings accumulated over time. Full-time employees may elect to contribute to an ARP in lieu of STRS or OPERS.
- **Americans with Disabilities Act (ADA)** — Prohibits discrimination against people with disabilities in several areas, including employment, transportation, public accommodations, communications and access to state and local government programs and services. As it relates to employment, Title I of the ADA protects the rights of both employees and job seekers.
- **American Federation of State, County and Municipal Employees (AFSCME)** — A public services employees union that advocates for fairness in the workplace, excellence in public services, and prosperity and opportunity for working families.
- **American Association of Community Colleges (AACC)** — The primary advocacy organization for the nation’s community colleges, which represents nearly 1,000 two-year associate degree-granting institutions and more than 12 million students.
- **American Association of University Professors (AAUP)** — A nonprofit membership association of faculty and other academic professionals.
- **Appropriation** — The act of setting aside money for a specific purpose.
- **Articulation Agreements** — Program-specific legal agreements that offer transfer opportunities for students and enable them to take advantage of benefits associated with them, such as significant financial savings, upper-class standing, additional scholarship opportunities and/or the ability to take classes at both institutions concurrently.

- **Audit** — An external audit firm performs an independent annual audit for the College by performing tests, reviewing financial statements, and examining internal controls, among other agreed-upon criteria, to reasonably assure financial soundness.
- **Balanced Budget** — A budget whereby operating expenditures do not exceed resources.
- **Great Lakes Blue Economy** — Promotes economic growth by attracting and retaining talent, supporting new and existing water-dependent industries, and providing distinctive amenities to sustain a high quality of life.
- **Board of Trustees** — Consists of nine trustees who, in collaboration with the College president, are charged with fulfilling the goals set forth in the College mission statement.
- **Bonds** — Debt instruments by which an investor loans money to an entity that borrows the funds for a defined period at a variable or fixed interest rate.
- **Budget** — An estimation of the revenue and expenses over a specified future period.
- **Calendar Year (CY)** — A one-year period between Jan. 1 and Dec. 31.
- **Capital Expenditure** — The use of funds or assumption of liability in order to obtain or maintain fixed assets such as land, buildings and equipment.
- **Capital Program Projects** — Working capital projects that are based on current needs, funding priority and place in the College’s Collegewide Academic Plan and Integrated Facilities Plan.
- **Capstone Project** — A multifaceted assignment that serves as a culminating academic and intellectual experience for students at the end of an academic program.
- **Collective Bargaining Agreement** — A labor contract between an employer and one or more unions. Collective bargaining consists of negotiations between representatives of a labor union and employer with respect to terms and conditions of employment, such as wages, hours, working conditions and grievance procedures.
- **Cleveland Water Alliance** — Established in 2014, accelerates the Great Lakes region’s water economy by generating innovative solutions to global freshwater issues.
- **Collegewide Academic Plan** — A sustainable approach that builds relationships, aligns the organization and emphasizes the readiness for change. It also engages all sectors of the academy and involves all stakeholders, including faculty, students, staff, external partners and alumni.
- **College Credit Plus (CCP)** — Allows eligible students in grades seven through 12 to earn high school and college credit during the summer, fall and spring semesters that will appear on both their high school and college transcripts.
- **Community Education** — Noncredit courses designed to promote individual development and improve one’s overall quality of life.
- **Component Unit** — The Governmental Accounting Standards Board (GASB) defines a component unit as a legally separate organization for which the elected officials of the agency are financially accountable.

- **Continuing Education** — A wide range of programs and courses spanning a broad base of career development, personal enrichment and continuing education topics for all ages.
- **Corporate College®** — A division of Cuyahoga Community College that offers high-end technology courses and a wide spectrum of leadership and professional development programs designed for individuals seeking to improve skills and boost knowledge to compete in today's business world. Corporate College has state-of-the-art meeting and conference amenities available for rental.
- **Department of Labor (DOL)** — A department of the United States government whose mission is to foster, promote and develop the welfare of wage earners, job seekers and retirees in the U.S.; improve working conditions; advance opportunities for profitable employment; and assure work-related benefits and rights.
- **Employers Resource Council (ERC)** — The leading human resources organization serving Cleveland, Akron and Northeast Ohio with over 1,000 members. ERC helps organizations create great workplaces by providing human resources training, consulting and coaching services. The ERC hosts NorthCoast 99, a program honoring 99 great workplaces with top talent.
- **Enterprise Resource Planning (ERP)** — A business support IT system that maintains a single database for a variety of business functions, such as manufacturing, supply chain management, financials, projects, human resources, and customer relationship management.
- **Environmental Protection Agency (EPA)** — An agency of the federal government with a mission to protect human health and the environment.
- **Equal Employment Opportunity Commission (EEOC)** — An agency of the federal government responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age (40 or older), disability or genetic information.
- **Family and Medical Leave Act (FMLA)** — A United States labor law allowing an employee to take unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave.
- **Family Educational Rights and Privacy Act (FERPA)** — A federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable program of the U.S. Department of Education. FERPA gives parents certain rights with respect to their children's education records.
- **Fiscal Year (FY)** — A 12-month period used for accounting purposes to prepare financial statements. The College operates for a fiscal year from July 1 to June 30.
- **Full-Time Equivalent (FTE)** — A measure of an employee's involvement or a student's enrollment with the College. An FTE of 1.0 means the person is equivalent to a full-time worker or student, while an FTE of 0.5 signals the worker or student is only half-time. Employees are based on position class, with one FTE defined as a 40-hour workweek and others as a 37.5-hour workweek. One student FTE is defined as 30 credit hours per academic year.

- **Fund Balance** — The difference between assets and liabilities for a governmental entity. It is similar to equity in a for-profit entity.
- **FY 2024-2025 Administration and Finance (A&F) Work Plan** — Designed to promote the mission, vision and values of Cuyahoga Community College and to outline how A&F will support the five Presidential Goals.
- **Generally Accepted Accounting Principles (GAAP)** — Accounting standards developed and established by FASB and GASB that determine how financial statements are prepared. Generally, GAAP includes local applicable accounting frameworks and related accounting laws and rules.
- **General Fund** — The primary operating fund of the College that includes activities directly related to the College’s basic educational objectives.
- **Governmental Accounting Standards Board (GASB)** — Establishes accounting and financial reporting standards for state and local governments that follow GAAP.
- **Government Finance Officers Association (GFOA)** — A professional association that represents public finance officials with a mission to promote excellence in state and local government financial management. The GFOA established recognition programs to encourage and assist state and local governments to improve the quality of their financial management and recognize their achievements. The College participates in the Distinguished Budget Presentation Award Program, the Certificate of Achievement for Excellence in Financial Reporting Program (CAFR) and the Popular Annual Financial Reporting Award Program (PAFR).
- **Governmental Fund** — An accounting fund used by governmental entities to account for financial resources that are earmarked for specific purposes or programs and are typically supported by taxes, grants or other public revenues.
- **Health Insurance Portability and Accountability Act of 1996 (HIPAA)** — A federal law that promises continued health insurance coverage and ensures health information privacy for those covered by health insurance plans.
- **Higher Learning Commission (HLC)** — An independent corporation founded in 1895 as one of seven regional institutional accreditors in the United States. HLC accredits degree-granting postsecondary educational institutions in the 19-state North Central region.
- **Integrated Facilities Plan** — A tool to guide Cuyahoga Community College’s decision-making in providing the best possible environment for students, using data to support and complement the Collegewide Academic Plan and Strategic Enrollment Plan and promote the College’s Sustainability Plan.
- **Joint Apprenticeship Training Center (JATC)** — Where the College and trade unions partner to provide training and college credits in construction trades.
- **League for Innovation in the Community College** — An international nonprofit organization with a mission to cultivate innovation in the community college environment. League activities and initiatives center on essential topics for community colleges, including diversity, equity and inclusion; information technology; leadership development; learning and student success; research and practice; and workforce development.

- **Leadership in Energy and Environmental Design (LEED)** — A program that sets standards used internationally for the design, construction and maintenance of environmentally sustainable buildings and infrastructure.
- **Major Fund** — As defined by the Governmental Accounting Standards Board (GASB), in which total assets plus deferred outflows, liabilities plus deferred inflows, revenues or expenditures of the individual fund are at least 10% of the total for all funds in that fund category or 5% of the total of all governmental and enterprise funds combined.
- **Major Operating Unit (MOU)** — There are five major operating units that the College consolidates and manages: Access, Learning and Success; Administration and Finance; the Office of the President; the Workforce, Community and Economic Development Division; and Strategy.
- **NorthCoast 99 Award** — An annual recognition program issued by the Employers Resource Council that honors 99 great workplaces for top talent in Northeast Ohio.
- **North Central Association of Colleges and Schools** — Commonly referred to as the North Central Association, or NCA, it is a peer review and evaluation association with members including schools, colleges and universities in 19 states whose purpose is to provide educational accreditation to schools within its jurisdiction.
- **Northeast Ohio** — The area including counties of Cuyahoga, Geauga, Lake, Lorain, Medina, Portage and Summit.
- **Northeast Ohio Areawide Coordinating Agency (NOACA)** — A public organization serving the counties of, and municipalities and townships within, Cuyahoga, Geauga, Lake, Lorain and Medina.
- **Occupational Safety and Health Administration (OSHA)** — Created in 1970 to ensure safe and healthy working conditions for men and women by setting and enforcing standards and by providing training, outreach, education and assistance.
- **Ohio Department of Higher Education (ODHE)** — Formerly known as the Ohio Board of Regents, ODHE is a cabinet-level agency for the governor of the state of Ohio that oversees higher education for the state.
- **Ohio Public Employees Retirement System (OPERS)** — A state pension fund and retirement system that provides retirement, disability and survivor benefit programs for public employees throughout the state who are not covered by another state or local retirement system.
- **Operating Unit** — An organizational unit for which planning should take place and for which a budget is prepared.
- **Ohio Transfer 36 (OT36)** — A subset or a complete set of a college's or university's general education requirements, representing a body of knowledge and academic skills common across Ohio colleges and universities, containing 36-40 semester hours or 54-60 quarter hours of courses in the fields of English, mathematics, arts and humanities, social and behavioral sciences, natural and physical sciences and interdisciplinary coursework (optional). This requirement is generally completed in the first two years of a student's residency. In some cases, the institution's OT36 may satisfy the entire set of general education requirements.

- **Playhouse Square** — A performing arts center in Cleveland whose mission is presenting and producing a wide variety of performing arts, advancing arts education and creating a destination for entertainment, business and residential living.
- **Quasi-Auxiliary Operating Units/Funds** — These operations are intended to be self-supporting. The revenue generated, based on estimated enrollment, student success outcome analytics and service levels, must be evaluated prior to the development of individual budgets. These operations are important since they allow the College to provide services to students and the community, such as bookstores, food service, parking and noncredit training.
- **Restricted Grants and Contracts** — Funds that must be expended as specified by the grantor or donor and used to supplement the basic educational budget of the College.
- **Service Employees International Union (SEIU)** — A union for full- and part-time public employees that represents various support employees at the College, including clerical, administrative, technical, and supervisory staff.
- **State Share of Instruction (SSI)** — Ohio's primary mechanism of subsidizing the instructional costs at its public institutions of higher education for the purpose of reducing the cost of tuition for Ohio residents. SSI funding in each fiscal year is allocated according to a performance-based funding formula that incentivizes student course and degree completion, among other things.
- **State Teachers Retirement System (STRS) of Ohio** — A retirement system serving 536,751 active and retired Ohio public educators as of 2023. STRS Ohio is one of the largest public pension funds in the country.
- **STEM (Science, Technology, Engineering and Math education)** — The major goal of the STEM unit at the College is to increase student learning, success and completion of Associate of Science or Associate of Applied Science degrees. In addition to providing greater access to STEM education, the program seeks to strengthen the pipeline from secondary to postsecondary education and career and employment opportunities through associate degrees and certificates.
- **Student Financial Assistance** — Expenditure function for various financial aid options, which include student loans, grants, scholarships and public benefits.
- **Sustainability Plan** — Tri-C created a Sustainability Plan in 2010 to guide sustainability efforts with a specific focus on Academic and Workforce Training; Recycling and Waste Reduction; Energy, Climate and Transportation; Green Buildings and Grounds; Sustainable Procurement; and Communications and Community.
- **Tax Budget** — A legal document prescribed by Ohio Revised Code 5705.28, which is used by the Budget Commission of the Cuyahoga County Fiscal Officer to certify property tax rates and issue a certificate of estimated resources.
- **Technology Plan** — Budget established to support the strategic direction for technology at Cuyahoga Community College through the oversight, funding and prioritization of relevant technology projects. The committee (Tech Forum) approves the allocation of funds for technology capital projects and reviews and recommends the development of policies and procedures in areas related to technology.

- **Tri-C®** — A registered trademark for Cuyahoga Community College, which has strong brand recognition in Northeast Ohio.
- **Tuition Guarantee Program** — An incentive for a student to enroll full time for three years and pay the same tuition throughout that period.
- **Workforce, Community and Economic Development (WCED)** — A division at Tri-C that partners with business and industry, government organizations and the community to provide credit and noncredit fast-track training for individuals and businesses; employee and leadership development solutions for professionals and managers; and continuing education and community programs.
- **Workforce Solutions** — Workforce training provides both noncredit and credit training for individuals and businesses. Through employee training programs, professional development, lifelong learning opportunities and community service programs, Workforce Solutions is dedicated to enhancing economic growth and the quality of life in Northeast Ohio.

ACKNOWLEDGEMENTS AND CONTACT INFORMATION

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For questions or concerns regarding the Cuyahoga Community College’s FY25 budget, please contact:

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