STRATEGIC PLAN, 2018-2022
Cuyahoga Community College

Mission, Vision and Values

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

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.

Foundational Principles

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

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

Equity

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

Success

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

Strategic Focus Areas

Student Experience

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

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

Metrics:

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

Brand/Image

The College will continue to increase communication and engagement with its internal and external community by promoting a culture of transparency, accountability and inclusion.

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

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

Community

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

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

Metrics:

- Increase the # of strategic partnerships with key Community Based Organizations (CBO's) to establish a sustainable pipeline of students for enrollment in Tri-C programs
- Increase the number of strategic partnerships with key Community Based Organizations to establish a sustainable pipeline of students for enrollment in Tri-C programs
- Increase the amount of funding available to support student scholarships
- Expand fundraising methods, including increasing donations through planned giving vehicles, endowment gifts and naming recognition opportunities.
- Establish Alumni Council and create Alumni Ambassador program designed to expand awareness of the Tri-C Alumni program

Workforce

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

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

Metrics:
- Increase in number of degrees and certificates/credentials earned
- Increase the number of pathways created within each Center of Excellence that will afford students more opportunities for access and completion
- Increase the number of new and repeat enrollments through expanded awareness of programs that provide sustainable/livable wages

Affordability

Tri-C will maintain its longstanding commitment to provide affordable educational opportunities and services, remove barriers to educational access, exercise good stewardship of taxpayer resources and ensure institutional integrity.

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

Metrics:

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