

# VISION

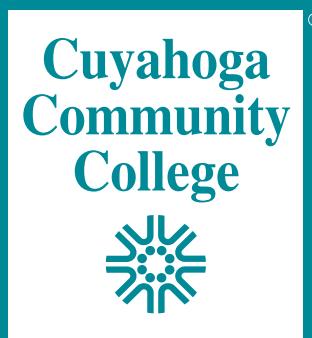
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## 2030

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STRATEGIC TRANSFORMATION PLAN  
2025 - 2030

OVERVIEW AND STRATEGIC DIRECTIONS





## PURPOSE AND CONTEXT

Cuyahoga Community College enters the coming decade at a pivotal moment. The population of Cuyahoga County is shrinking and aging, while the national trend in community college enrollment has been one of steady decline since 2011. Tri-C faces the same reality. At the same time, the labor market has evolved. Employers increasingly value demonstrated skills, adaptability, and the ability to learn continuously rather than viewing degrees alone as a measure of readiness. The world in which Tri-C operates is changing, and so must the College.

The open-access mission that has long defined Tri-C remains essential, but the future demands more than access. The College must convert opportunity into measurable results that improve lives and strengthen the region. Vision 2030 responds to this challenge. It positions Tri-C as a reliable driver of economic mobility for Cuyahoga County residents and as a source of civic and economic value for the community. The plan connects the College's programs, partnerships, and people to a single outcome: increasing the number of residents who move into stable, thriving-wage employment through education.

Vision 2030 is grounded in the voices of the College community. It draws on more than 800 listening sessions, surveys, and discussions with students, faculty, staff, alumni, and community partners. The result is a practical and adaptive plan that turns strategy into action and action into measurable progress. It is a roadmap for transformation that links aspiration to execution. Final institutional goals aligned to these challenges will be finalized during Phase 3 and adopted in the full Strategic Transformation Plan.



## MISSION, VISION, AND VALUES

Lasting transformation begins with clarity of purpose. The Mission, Vision, and Values of Cuyahoga Community College form the foundation on which Vision 2030 stands. They define what the College believes, how it behaves, and what it seeks to accomplish for the people and communities it serves. These statements provide coherence to all aspects of the plan, ensuring that each initiative reinforces a unified purpose.

### MISSION

We empower learners, ignite purpose, and impact the regional economy through exceptional education, holistic support, and innovative pathways for students, faculty, staff, and the 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.

### CORE VALUES

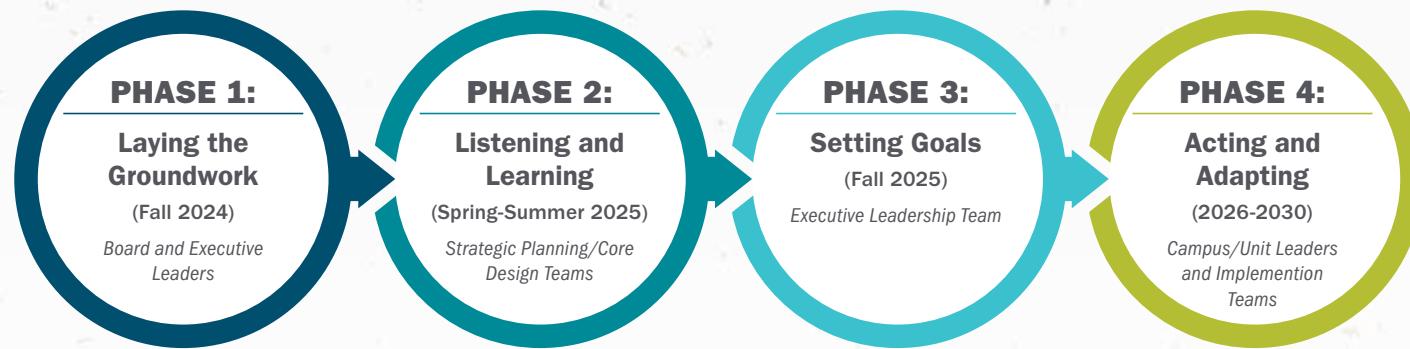
**Belonging • Integrity • Academic Excellence • Mutual Respect**

These guiding statements reaffirm Tri-C's role as both an educational and economic institution. They define how the College will operate, make decisions, and measure success in the years ahead.

Together, these guiding statements reaffirm Tri-C's role as both an educational and economic institution. They describe the standards of conduct, the expectations for excellence, and the shared commitment to service that underlie every goal of Vision 2030. Furthermore, these statements serve as the basis for the three Transformation Pillars that structure Vision 2030's efforts.

## THE ADAPTIVE DESIGN FRAMEWORK

Strategic plans succeed only when they remain flexible enough to adapt to change. For that reason, Vision 2030 incorporates an Adaptive Design Framework to guide implementation and sustain progress. This framework replaces the traditional notion of a static plan with a system of continuous learning and improvement. It ensures that Tri-C stays responsive to new conditions, aligns decisions with evidence, and sustains a clear line of accountability from planning to results.

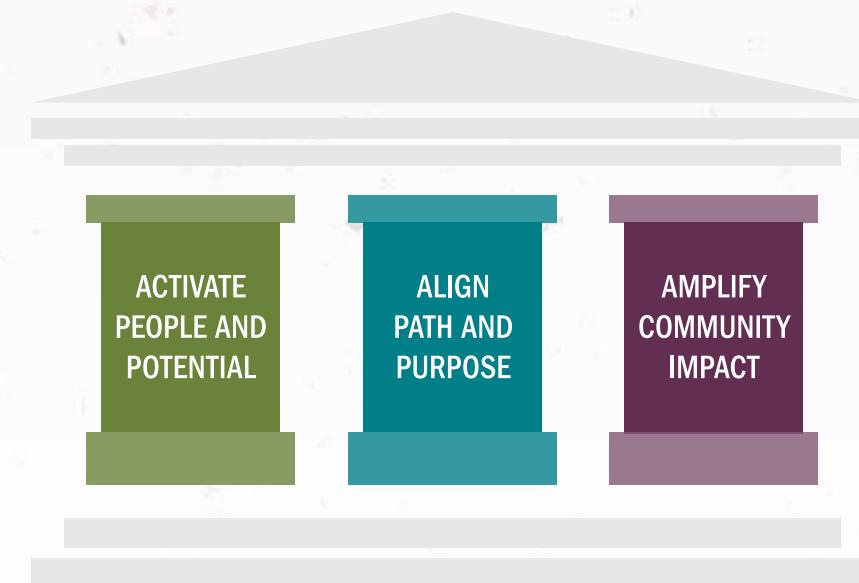


- 1. Laying the Groundwork** – establishing structure, data baselines, and collaboration with Education Design Lab.
- 2. Listening and Learning** – gathering input from internal and external stakeholders to define priorities.
- 3. Setting Goals** – aligning the College's mission, vision, and values with measurable outcomes tied to performance indicators.
- 4. Acting and Adapting** – implementing divisional plans, tracking progress, and making adjustments based on data and results.

This approach ensures that progress is cumulative and sustainable. Each cycle strengthens institutional capacity, reinforces transparency, and maintains focus on results. Adaptive design is not an additional task; it is the disciplined method by which Vision 2030 becomes reality.

## TRANSFORMATION PILLARS

The work of Vision 2030 is organized around three Transformation Pillars that define the College's strategic focus. Together, they form an integrated structure that links people, pathways, and partnerships to measurable outcomes. These pillars constitute the core strategic directions that anchor Vision 2030; detailed goals and divisional implementation plans will be completed through the Adaptive Design cycle.



### Activate People and Potential

Tri-C's strength comes from its people. Faculty, staff, and students are the College's most important resource. This pillar focuses on creating a workplace and learning culture that promotes collaboration, trust, and continuous growth.

Tri-C will invest in professional development that improves teaching, advising, and service quality. It will use data to identify barriers and make improvements that help students and employees succeed. The goal is to ensure that faculty and staff have the skills, resources, and confidence to support students effectively and to use evidence to guide decisions. When employees are engaged and supported, students experience a higher quality of instruction and service.

For students, activation means building a college environment where they feel capable, connected, and supported from their first interaction through completion. Tri-C will strengthen the early student experience by improving onboarding, advising, and classroom engagement so that every learner begins with a clear plan and a sense of belonging. Students will have more opportunities to participate in applied learning, mentorship, and peer support that connect their studies to meaningful goals. When students understand their progress, see the relevance of what they are learning, and feel supported by faculty and staff who believe in their success, their confidence grows and their outcomes improve.

This work establishes a foundation for a stronger institution overall. By activating the potential of both employees and students, Tri-C builds the internal capacity needed to deliver consistent results and drive long-term improvement across all areas of the College.

## Align Path and Purpose

Students come to Tri-C with different goals and life circumstances. Their path to success must be clear, efficient, and connected to real opportunities. This pillar focuses on redesigning the student experience from entry through completion so that every step supports progress toward a credential and a job with economic value.

Tri-C will connect advising, curriculum, career services, and financial aid into one coordinated system. Students will have clear maps that show how courses, credentials, and transfer options fit together. The College will expand short-term and stackable credentials that allow students to earn while they learn and to continue building their education over time.

Tri-C will operate as a multi-pathway institution, serving learners at every stage of life and work. The College's design will reflect a long educational value chain that begins with short-term skill development and extends through degree and transfer opportunities. Learners will be able to enter, exit, and re-enter education at multiple points without losing progress or value. This structure ensures that Tri-C remains relevant to recent high school graduates, working adults, career changers, and employers who depend on continuous workforce learning.

Purpose will be built into the student experience. Programs will include early career exploration and practical application so that students understand how their studies connect to future employment. This alignment ensures that education leads directly to mobility, not just completion.

## Amplify Community Impact

Tri-C's impact extends beyond its campuses into every neighborhood, business, and community in Greater Cleveland. This pillar focuses on strengthening partnerships and aligning education with regional prosperity. The College will collaborate with employers, civic organizations, and local governments to create pathways that translate learning into tangible economic outcomes.

The goal is to ensure that Tri-C graduates achieve thriving-wage employment and contribute to the economic health of the region. Success will be visible in higher graduate earnings, greater workforce participation, and increased stability for families and communities. Reliable partnerships, transparent reporting, and consistent engagement will strengthen the College's reputation as a dependable contributor to shared prosperity.

Tri-C's commitment to its students extends beyond graduation. The College will track alumni outcomes to evaluate how well education translates into long-term advancement. Follow-up data on employment, career progression, transfer success, and civic involvement will inform future program improvements and measure the endurance of Tri-C's impact. For transfer students, post-graduate success includes the completion of their bachelor's degrees and the achievement of meaningful career goals that follow. The aim is for every Tri-C graduate to find not just a first job but a lasting foothold in a career or further study that supports thriving-wage growth, upward mobility, and contribution to the well-being of Greater Cleveland.

## Connection of Pillars to Mission, Vision, and Values

The three transformation pillars are not separate initiatives but the practical expression of the College's mission, vision, and values. Each pillar turns institutional purpose into measurable work. *Activate People and Potential* advances integrity, excellence, and mutual respect by strengthening the culture in which students and employees learn and perform. *Align Path and Purpose* fulfills the mission of empowering learners and igniting purpose by ensuring that every educational experience is organized, supported, and relevant to the future students seek. *Amplify Community Impact* reflects the College's vision of service and community responsiveness by linking education directly to the economic and social health of the region.

Together, the pillars and the mission framework create one integrated system. They define what the College stands for, how it operates, and how it will evaluate progress. Every improvement in culture, every redesigned pathway, and every partnership that expands opportunity contributes to a single goal: increasing the educational and economic mobility of the people Tri-C serves and strengthening the prosperity of Greater Cleveland.



## THE MEANING OF SUCCESS

Under Vision 2030, success is defined through measurable outcomes that connect education to mobility and community progress. The College will evaluate results through institutional dashboards, division-level performance reviews, and annual reports to the Board. Each metric represents both an operational target and a public purpose. Progress will be reviewed regularly and used to guide strategic adjustments across the institution.

The framework for measuring success is built on three principles:

- 1. Evidence of learning and belonging:** Students and employees thrive in environments that promote trust, growth, and engagement.
- 2. Progress toward completion and employment:** Education must lead to meaningful credentials and thriving-wage work.
- 3. Contribution to regional prosperity:** The College's value is measured by its impact on residents, employers, and the economy.

The matrix on the following page summarizes the outcome indicators that will guide performance monitoring through 2030. These indicators establish the framework for how the College will measure progress and align institutional priorities. Each indicator includes the current baseline that will serve as the starting point for measuring progress. These baselines provide a clear picture of where the College stands today and help frame the work ahead. Indicators will be reviewed and refined regularly to reflect emerging trends and external benchmarks. As the adaptive design process continues, leadership will establish specific performance targets that set the expected pace of improvement and ensure accountability across the institution.

Together, these measures define what success looks like for Tri-C. Each represents a tangible outcome that aligns with the College's mission and the public good. Progress across these indicators will show whether Tri-C is helping more residents achieve stability through education, strengthening the regional workforce, and contributing to the shared prosperity of Greater Cleveland. Establishing targets based on evidence and current conditions will allow the College to pursue realistic growth while maintaining a disciplined approach to continuous improvement.

The matrix that follows brings these indicators together in one place so readers can see the current baselines and understand how progress will be tracked, reviewed, and used to guide decisions across the institution.

## CUYAHOGA COMMUNITY COLLEGE VISION 2030 PERFORMANCE FRAMEWORK

Pillar	Outcome Indicator
<b>Activate People &amp; Potential</b>	↑ Belonging and Inclusion Survey Index (student/faculty/staff)
	↑ First-to-Second-Year Retention
	≥ 80 % of employees complete Vision 2030-aligned professional development annually
<b>Align Path &amp; Purpose</b>	↑ Overall Graduation Rate
	↑ Combined Transfer + Grad Rate
	↑ Gateway Math and English Completion 1st Year
	↑ % earning 15 + credits Yr 1
	% Programs with stackable workforce-aligned credentials
	↑ # Guided Transfer Agreements with universities
<b>Amplify Community Impact</b>	↑ # Regional workforce partnerships producing SSI-eligible completions*
	↑ % Completers earning ≥ Living Wage within 1 yr
	↑ Applied Bachelor's Programs Launched
	↑ # Cross-Sector Alliances
<b>Cross-Pillar System Metrics</b>	SSI Recovery Index*
	↑ Community Impact Survey Score (Index of partnerships, jobs, mobility)

\*SSI refers to the Ohio State Share of Instruction, the basis for the state's performance funding model.

Collectively, these measures show how Tri-C will evaluate its progress over time. Final numeric targets will be established through the Adaptive Design process during Phase 3 and incorporated into the full Transformation Plan once completed. The College will monitor these results quarterly through its institutional dashboard and annually through division-level assessments, allowing leadership to identify opportunities for acceleration, areas requiring support, and emerging trends that should shape future planning.

Progress in these measures will show whether Tri-C is achieving its purpose: increasing the number of residents who reach economic stability through education, strengthening the regional workforce, and ensuring that the community sees the College as a dependable partner in shared prosperity.

## VALUE PROPOSITION FOR THE REGION

Vision 2030 strengthens Cuyahoga County's capacity to compete, grow, and prosper. By aligning education with the realities of the modern labor market, Tri-C will increase the supply of skilled workers who are ready for high-demand jobs, helping employers fill critical gaps that limit growth. The plan expands access to learning for adults and young people alike, building a workforce that adapts to technological change and supports business innovation. As more residents earn credentials that lead to stable employment, families gain financial security, neighborhoods become more resilient, and the local tax base strengthens. The College's success therefore extends beyond individual outcomes; it contributes directly to the region's economic vitality and social stability.



## CONCLUSION

Vision 2030 positions Cuyahoga Community College to strengthen its role as an essential partner in the economic and civic life of Greater Cleveland. The plan responds to measurable challenges such as population decline, workforce change, and shifting educational expectations with clear goals, structured accountability, and defined outcomes. These strategic directions establish the framework for the College's transformation through 2030. Final performance targets and implementation plans will be completed through the Adaptive Design process, ensuring that Vision 2030 remains evidence-based, transparent, and aligned with the College's mission and public purpose.

The College's mission, vision, and values guide every element of this plan. They promote a culture of belonging and integrity, a commitment to academic excellence, and a focus on service to the region. The three transformation pillars translate these commitments into action. By activating people and potential, Tri-C builds the internal capacity to deliver consistent results. By aligning path and purpose, the College creates efficient systems that move students from entry to completion and onward to employment. By amplifying community impact, Tri-C links education directly to regional prosperity.

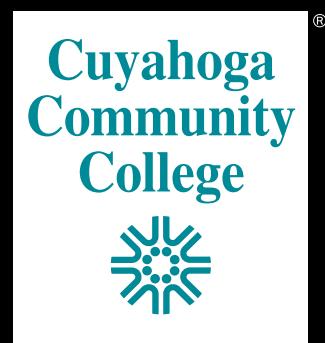
The adaptive design framework provides the structure to turn planning into steady progress. It supports a continuous process of testing, evaluation, and refinement that keeps the College's efforts grounded in evidence. Progress will be tracked through transparent metrics tied to student success, workforce outcomes, and community well-being.

The meaning of success under Vision 2030 is practical and measurable. Improvement will be demonstrated through higher student retention and completion, growth in professional learning participation, expanded workforce partnerships, and a clear increase in the number of graduates earning thriving wages. The College will work to improve outcomes for students across all groups and strengthen performance on state funding indicators. These results will be visible through an institutional dashboard and annual reporting cycle that allow both internal and external stakeholders to monitor performance.

The central outcome of Vision 2030 is economic mobility. Every goal and measure in the plan supports that purpose. When more residents earn credentials that lead to stable employment, when employers can hire skilled workers trained at Tri-C, and when the region's economy grows as a result, the College's mission will be realized in tangible form.

Vision 2030 is a framework for disciplined execution and ongoing learning. It defines what the College will do, how it will do it, and how success will be confirmed. The plan provides a common structure for progress that is sustainable, visible, and accountable.

Education remains the most dependable pathway to opportunity. Tri-C's effectiveness will continue to be measured by outcomes rather than intentions. The College's success will be evident in the number of students who complete their goals, the number of residents who advance through education, and the strength of the community that grows around them.



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