

2024
**YEAR-END
REPORT**

Michael A. Baston, J.D., Ed.D.
P R E S I D E N T





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Executive Summary

Cuyahoga Community College (Tri-C®) is the largest community college in the nation's seventh-most populated state. Each year, 3,000 faculty and staff serve over 41,000 credit and noncredit students. More than 2 million people reside in the area we serve.

We have a lot of power in our grasp to positively impact the people, businesses and economy in Northeast Ohio. Over the past year, our call has been to harness that power.

My vision is to add momentum to an already thriving institution, making it even more regionally dominant and nationally prominent. Looking back on what we have accomplished in the 2023-2024 academic year, I can proudly say that we have made great strides in that direction — strides that align with our One College 3.0 Strategy and my commitment to post-graduation success for every student, in every program, in every ZIP code.

In the pages of this Year-End Report, you'll read about those strides and how they have helped build the foundation for the exciting things that await our College and, by extension, our region.

We have realigned our academic programs into five schools. This new alignment, which will take effect for the 2024-2025 academic year, grew out of the listening and learning sessions that the College leadership team and I conducted during my first months in office.

In those sessions, we heard that students wanted a streamlined and better-defined academic process. This new model will help ensure students take the right classes at the right times to reach their goals of a degree or transfer to a four-year institution.

We also heard that students and our enrollment staff wanted an **easier-to-navigate enrollment process**. That's why we assembled a committee during fiscal year 2023 to look at the College's enrollment process through the lens of Kaizen, a concept originating in Japan that facilitates lean processes and continuous improvement in an organization.

We applied those principles to improve the process. Of the 117 action items identified, 49 have been addressed, and 50 are in progress. The others are on hold or have dependencies.

We are encouraged by the early results: an increase of 3,000 new admission applications and a 5% increase in applicants who enrolled in classes.

We have set the stage for future strategic planning by **fortifying the team working under Executive Vice President and Chief Strategy Officer India Pierce Lee**. Gregory Stoup, the College's new vice president for institutional progress and effectiveness, and Melissa Burrows, Ph.D., the College's new chief diversity officer, bring years of expertise in their respective areas and will help Tri-C chart its course in the coming years.

We have strengthened our position as a resource for the Northeast Ohio small business community. **We launched the Center for Entrepreneurs** at Corporate College® East in 2023. This new initiative is being led by Renee Richard, the president and CEO of Corporate College, and Ronna McNair, the executive director of the Center for Entrepreneurs.

The new Center offers small business owners a chance to learn and network in a unique and inspiring environment. Students can select from four tracks, depending on their experience level and goals.

The Center for Entrepreneurs also includes the **Podcast Studio**, a cutting-edge facility offering classes in creating podcasts utilizing state-of-the-art equipment. I was fortunate to record the inaugural podcast in the studio with Cleveland Mayor Justin Bibb.

In addition, **we laid the groundwork for the creation of the Center for the Future of Work**, a workforce initiative led by Shana Marbury, the College's executive vice president of Workforce, Community and Economic Development. This initiative will conduct workforce research, enhance faculty and students' skills, shape policies, foster innovation, and raise public awareness of workforce-related issues.

We took strides toward **establishing the College as a hub for thought leadership**. Our 2023 report, *The Gig Workforce Isn't Just Delivering Dinner*, provided an analysis of the gig workforce, why it has proliferated, how businesses can tap into this talent pool, and how Tri-C is serving as a resource for both gig workers and employers.

And in Spring 2024, we proudly announced state approval for our first bachelor's degree program. The **Bachelor of Applied Science in Integrated Digital Manufacturing Engineering Technology** is a tremendous milestone for our College, making us an even more comprehensive resource and partner for our region's manufacturing companies as they address the industry's major talent gap.

Tri-C is truly a dynamic and future-focused institution, and to bring that message to the community, **we are launching a new communications campaign in July**. The theme, "Where Futures Begin Is Just the Beginning," explains how we've recast the traditional higher-education experience and are empowering students with flexibility and choices that harmonize with their lives.

We couldn't take these bold steps without our community's support, which once again voiced its overwhelming support for Tri-C by **passing the November 2023 operating levy renewal, with 61% voting in favor**. We take immense pride in being our community's college, and so many members of our community share that pride.

As I said in this space a year ago, we are the stewards of a great institution that is critical to so much of what this region is and will become. Those words still ring true. Our mission — our mandate — is to take that great responsibility and move forward. We have made tremendous strides in the past year, and we are beaming with pride about where we are. But the real excitement is in where we're going, and I can't wait to take that journey with all of you.

Sincerely,



Michael A. Baston, J.D., Ed.D.
President, Cuyahoga Community College

Key Accomplishments

Build a Culture of Clarity

Launched the Talent Development Council, consisting of Tri-C leaders who will help to enhance the employee experience.

Grew capacity for collaboration and innovation among the executive leadership team through two facilitated team-building sessions.

Designed a naming architecture and logo creation guidelines to:

- Strengthen and enhance audience and consumer associations, perceptions and loyalty
- Support the One College 3.0 Strategy
- Drive a visual culture of clarity

Redesign the Student Experience

Continued the committee work of evaluating the College's enrollment process using the principles of Kaizen, a continuous improvement concept. The outcomes were:

- Centralized enrollment support and operations for consistency
- Additional support for onboarding (conversion of "applied" students to "registered" students)
- Elimination of enrollment barriers

Engaged the National Academic Advising Association (NACADA) to conduct a Collegewide review of its counseling and advising services. As a result of this review, the College was able to:

- Build teams of support around students in each academic school and create case management systems for students by school.
- Provide greater opportunities for collaboration and professional development for all academic advisors.

Conducted Student Services listening sessions, which helped:

- Improve communication channels and disseminate information to students and staff, ensuring consistency in operation and practice Collegewide.
- Strengthen collaboration between departments to improve student support.

Strengthen the Value Proposition of the College

The above outcomes played a role in raising Tri-C's credit-student enrollment from 25,467 in 2022-2023 to 27,462 in 2023-2024. This is an increase of 7.8%.

During the past academic year, the Cuyahoga Community College Foundation raised \$24 million in student scholarships.

Completed the second wave of the "Keep" enrollment marketing campaign, illustrating how a Tri-C education can turn dreams and aspirations into better skills, a better job and a better life.

Executive Vice President and Chief Strategy Officer India Pierce Lee was featured on the cover of *Phenomenal Woman* magazine.

Launched a new communications campaign, "Where Futures Begin Is Just the Beginning," which describes our unique educational approach and ushers in our five new academic schools.

Produced the College's first comprehensive Community Impact Report, detailing how the College's many programs, services and events benefit the community socially, culturally and economically.





Community College

Community College

Community College

Community College

Cuyahoga Community College

DON'T WORRY ABOUT THE FUTURE

#graduation

HIRE ME \$\$\$

Just get REAL

Hire Me

#TriCgrad

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GRADUATE

TRIC TRICERATOPS

GOAL 1

Develop and Drive Strategic Vision (One College 3.0)

Build an exceptional and inclusive cabinet, developing systems to ensure all employee-oriented decisions and processes align with student success goals.

COMPASS, the College's integrated, employee-focused success center platform, launched last summer. It allows employees to manage their performance goals against College initiatives and acquire the developmental skills needed for their current position, as well as skills for professional growth. It also assists in identifying top talent and supports hiring managers with the talent acquisition process.

A special focus was placed on the performance goals area. Based on employee feedback, the entire process was streamlined to improve goal development and evaluation.

The first COMPASS performance reviews were completed this year.



- Access, Learning and Success (AL&S)
- Workforce, Community and Economic Development (WCED)
- Administration and Finance (A&F)
- Strategy and Community Engagement

**Work is in progress or scheduled to be completed in FY25.*

***Completed in FY23.*

- **Strengthen AL&S leadership and divisional partnerships to remove barriers and create stronger, more collaborative approach to employee and student support.**

AL&S leadership participated in the Collegewide Institutional Advancement Council, which evaluates and creates recommendations about strategic projects for executive leadership.

To ensure academic and student support programs are aligned, the senior vice president for student development and education pipeline and the executive director of institutional research regularly join AL&S council meetings.

To ensure communication and collaboration at both the campus and district-wide levels, academic leadership continued to hold monthly meetings with academic associate vice presidents and Deans Council chairs to create new leadership meeting structures for the new academic schools.

- **Continue emphasizing importance of workforce education to students, employers and community.**

The College laid the groundwork for the Center for the Future of Work. The Center will conduct research, develop faculty and student skills, shape policies, foster innovation, and raise public awareness to help individuals and the community thrive in an evolving work environment.

- **Leverage performance management system and refine employee goal structure to align with Collegewide student success goals.**

Completed a comprehensive redesign of the College's performance management system. The new process, called COMPASS, ensures that employee goals reflect the College's student success goals, support the mission of the institution, advance presidential priorities, and encourage a culture of continuous development and improvement.

- **Analyze hiring processes and identify opportunities to improve diversity and inclusion, employee recruitment and employee retention.****

- **Established a comprehensive strategy division that will drive social and economic mobility priorities for students.**

Formed the Institutional Advancement Council (IAC), consisting of 23 senior-level leaders who make recommendations on projects and initiatives that align with presidential goals and are focused on student success and institutional innovation.

Created several positions to support IAC work: a vice president of institutional progress and effectiveness, a senior research planning analyst to add capacity to the Office of Institutional Research, a vice president and chief diversity officer, and a director of grants management.

- **Engage student resource groups to help identify and remove barriers to success.***

Analyze student outcome data at cabinet level to determine priorities leading to student success strategies Collegewide.

- **Continue to define and refine Collegewide metrics, using current, predictive and historical data to drive process improvement for student success.**

Daily updates of Collegewide academic metrics, as well as current and historical enrollment data, are now accessible to all faculty and staff via the KWeb. Information includes success metrics and benchmarks in the State Share of Instruction funding formula. Each metric can be disaggregated by campus and other groups to improve the monitoring of cohorts and equity gap closures.

To improve post-completion outcomes for students, Institutional Research and Academic Affairs collaborated with faculty to complete a full-process improvement review of academic programs.

- **Establish clear measurable student success targets that integrate labor market outcomes (e.g., graduate employment and earnings).**

Worked with the Office of Institutional Research to create a dashboard to track noncredit enrollments, completions and employment status. This data will inform measurable student success targets.

- **Through the collaborative efforts of Information Technology Services (ITS) and Evidence and Inquiry, ensure use of best possible system(s) to store, analyze and share student outcome data.**

The Data Governance Committee, in partnership with Ellucian, an enterprise resource planning system for higher education institutions, have been convening to enhance the College's data governance strategies, process documentation efforts, and establish methods of inquiry to ensure a data- and knowledge-driven approach to Collegewide services and stakeholder engagement.

- **Develop dashboards to better analyze State Share of Instruction (SSI) data at program level.**

HCM Strategists, a consulting firm that focuses on improving social and economic mobility for marginalized or underserved communities, provided additional analysis of the College's SSI outcomes. This work ensures the College is deriving the maximum financial and operational benefits from the implementation of the school model. It also evaluates the outcomes of student success and access initiatives.

Increased discussions regarding the College's SSI funding allocation and involved additional leadership, including the executive leadership team. The discussions and data identified potential next steps, which were communicated to AL&S and executive leadership.

- **Collaborate with leadership to establish accountability measures and help fulfill mission-conscious strategic goals and initiatives.**

Improved mechanisms for tracking post-completion outcomes with expanded data on stopout students. The data includes family-sustaining wages, transfer outcomes (including time to transfer, institutions transferred to, etc.), and bachelor's degrees earned (including from which institutions and majors pursued).

Submitted the data to the Postsecondary Data Partnership (PDP), a national effort that gives higher education institutions a comprehensive view of student progress and outcomes. This has improved data-informed decision-making.



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Build highly effective student-oriented culture that supports inclusive excellence.



- **Implement mandatory checkpoints throughout student journey to provide appropriate and equitable academic and personal support that improves success and equity outcomes.**

Completed several Collegewide and division-wide projects that laid the foundation for new procedures for academic and student affairs. This included Tri-C's first Academic Plan, a comprehensive review of Academic Advising and counseling, a student services listening project and ongoing work to implement recommendations from the Kaizen review of enrollment services.

- **Extend wraparound services (e.g., tutoring, counseling, transportation, computer labs, recreation) to noncredit/workforce students.***

- **Explore and implement tool to capture student and employee feedback on College culture.**

Gathered feedback from employees on areas such as institutional culture, diversity and inclusion, and compensation through several Collegewide surveys, including Great Colleges to Work For and NorthCoast 99. The results have been used to inform, advance and develop effective communication plans for Collegewide change initiatives, including the Total Compensation Analysis, employee engagement programs and organizational restructuring.

- **Implement new and expand existing debt forgiveness programs.**

Worked with partners such as College Now and Cuyahoga County to offer three debt forgiveness programs to incentivize former Tri-C students with outstanding debts to complete their certificate or degree. The programs included the Tri-C College Comeback program (initiated in Fall 2021), the Ohio College Comeback program (Fall 2022) and Cuyahoga County Debt Repayment program (Fall 2023). These programs offer varying amounts of debt forgiveness for students who meet certain eligibility requirements. Since the programs began, 86 students have received debt forgiveness, totaling \$54,709.30, with 16 of those students graduating.

- **Examine internal systems and resources aimed to support students to remain engaged through completion of degrees or transfer.**

The executive director of diversity, equity and inclusion is leading the Student Services and Engagement Subcommittee, formed in 2024. It is investigating ideas, reviewing best practices, and making proposals for an online campus in relation to auditing Student Support Services (e.g., Student Accessibility Services, tutoring, career services, the transfer and writing centers, etc.) to further support and enhance the online campus project.

Initiated implementation of the Online Campus Project, generated through the College's Ideas Festival. The Online Campus will give remote students a cohesive virtual home, provide students with needed support and increase Tri-C's brand recognition through a "campus" that is accessible anywhere in the world.

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Develop effective communication plans to facilitate change management.

- **Collaborate with 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.**

Sent a twice-monthly newsletter from the provost to faculty and academic leadership that provided updates and information on academic and other Tri-C projects and events, as well as issues affecting higher education at the regional, state and national levels.

The provost and associate provost held in-person “Coffee and Conversation” meetings with faculty in the fall and spring semesters on each of the four campuses.

The provost and associate provost have met with the president and chair of the American Association of University Professors and the Joint Faculty Senate into the fall of 2024, ensuring continuous communication with faculty throughout the summer.

Communicated important strategic and programmatic information and updates to the entire College community through monthly videos and periodic Today@ Tri-C emails from the provost. Topics included the Collegewide Academic Plan, the counseling and advising review, the implementation of projects generated through the Ideas Festival and the ongoing work on the Kaizen enrollment process review.

- **Strengthen internal partnerships to prevent course overlap and/or competition.**

Launched the Workforce and Corporate College®Coordinating Council to develop a coordinated approach to employer outreach and engagement through programs that meet the needs of employers and Tri-C students. The council provides a forum to share employer conversations, plans for outreach and engagement, and program and training opportunities under development.

- **Develop comprehensive tactical plan to effectively communicate change initiatives (what/why) to employees.**

Developed the A&F Workplan to identify ways each of the five A&F departments will support the achievement of the Presidential Goals and the strategic vision for the College. The plan was communicated to the A&F division. Each tactic in the plan is tied to a meaningful, measurable metric.



Tri-C President Michael A. Baston’s monthly campus visits with students, faculty and staff provided opportunities for listening and learning.

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GOAL 2

**Ensure Relevance of Programs, Facilities and Services to
People and Markets Served**

Build a culture of inquiry and data through centralized strategy.



- **Strengthen partnerships with Team NEO, Lightcast and other organizations to obtain most relevant environmental and career data to inform academic direction.**

Conducted comprehensive environmental scans to inform the Collegewide Academic Plan process and academic advising and counseling reviews. The results are also being used to continually improve the academic schools implementation, move the enrollment process forward and integrate noncredit and credit programs.

The leaders of College Credit Plus and the Early College programs are working with the Greater Cleveland Career Consortium to position Tri-C as the higher education partner for their Employer Engagement and Work-Based Learning Strategy.

AL&S teams now have easy access to self-service workforce and career information, including program labor market data, postsecondary employment outcomes and Ohio's top jobs.

- **Lead professional development and strategy formation with College deans through Deans Institute.**

Team NEO continued its work with the Deans Institute throughout the year to help them discover more about the regional economy and consider career and employment opportunities as they create and align programs and certificates.

- **Develop process to evaluate the quality, viability and sustainability of existing programs; review and refine process for approving new noncredit certificate programs.**

Worked with the Office of Institutional Research on a dashboard to track noncredit enrollments, completions and employment status. This data will be used to evaluate the allocation of staffing and financial resources for program delivery.

- **Continually review skill gap trends, demographic changes and trajectory to family-sustaining wages.**

Used labor market data from Ohio Means Jobs, Lightcast and the Ohio Department of Job and Family Services to identify training programs for in-demand jobs. Examples include the 5G/Fiber Optic Installer and Technician program, the Utility Installer program (in development), the Electric Vehicle Technician program and Intel-related programming.

Joined 15 colleges in New America's Community College Workforce Transformation and Implementation Cohort, a two-year project to advance instruction and earning potential for workers. The goal is to build a system that supports people who are retraining for available, family-sustaining jobs.

- **Establish a cross-functional continuous improvement process that captures, assesses and monitors credit and noncredit program data.**

The Office of Institutional Research completed an overhaul of the Program Review and Labor Market data dashboards and began integrating noncredit programs into these dashboards.

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Prioritize execution of comprehensive strategies.

- **Ensure AL&S priorities and strategies align with those of President's Office and other divisions.**

Worked closely with the senior vice president for student development and education pipeline to conduct a student services listening and feedback project. Input from this and other Collegewide projects was used to realign student services to meet the president's strategies and vision of creating a culture of clarity for students and providing targeted support, from recruitment through completion, for each new school.

To ensure the president's priorities are met, the provost continued to meet regularly with executive vice presidents of other divisions and is a part of the new executive leadership meetings held with the College president.

- **Use AL&S scorecards to develop, monitor and assess progress on strategic priorities and projects.***

- **Establish continuous improvement processes that include developing, aligning, monitoring and assessing progress on strategic priorities and projects.**

Finalized a comprehensive student outreach and recruitment strategy, which will be implemented over the coming months. It focuses on building open enrollment and contract training opportunities.

- **Lead and activate the Institutional Advancement Council to drive College mission integration, challenge conventional thinking, foster innovation and help the College pivot between strategic development and tactical deployment.**

Through the Institutional Advancement Council and Institutional Effectiveness, began to inventory existing plans and strategies — including the Academic Master Plan, Kaizen, the National Academic Advising Association, Program Review and Swim assessments — and look at integration and overlap with the new school model.

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.

- **Lead and implement evidence-based student success reforms (e.g., creating new advising system, identifying 21st-century goals within humanities courses, creating mandatory checkpoints to provide individualized support).**

The provost and her teams and colleagues led several projects, including the Collegewide Academic Plan, the academic counseling and advising review, the implementation of the Kaizen recommendations, and the collaborative student services review with the senior vice president for student development and education pipeline.

- **Develop financial metrics and program analysis process that allow for evaluation of Tri-C against peer institutions and comparisons between campuses/sites**

Developed financial metrics, in conjunction with the SSI outcomes, to communicate and support the need for a new budget strategy that prioritizes cost control and the reallocation and reinvestment of funds.



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Develop Collegewide Academic Plan to better inform Integrated Facilities Plan and Strategic Enrollment Plan.



- **Engage consultant(s) to work with AL&S leadership, deans and faculty to lead and create Collegewide academic planning process (beginning Spring 2023).**

AL&S leadership, together with Nick Santilli, Ph.D., of the Society for College and University Planning, and Robert Searson, a former Tri-C academic administrator, led a cross-functional team that included instructional and non-instructional faculty and campus and College administration. The team gathered input, reviewed data and created recommendations. The final report and Collegewide Academic Plan will be released internally and externally — with open access to all the supporting data and responses — in Summer 2024.

- **Provide workforce noncredit input on planning processes.**

WCED is participating in a noncredit integration aligned with the Kaizen/ Credential Completion committee to streamline the creation and maintenance of course reference numbers, noncredit enrollment verification, noncredit credential completion and processes that support student success, including missing grades. This work will result in an intentional and consistent communication plan designed for students and internal stakeholders, detailing how a student seeks advising support.

- **Develop Integrated Facilities Plan that utilizes data to support and complement Collegewide Academic Plan and Strategic Enrollment Plan.**

Completed the Integrated Facilities Plan through a collaborative process that included College stakeholders and leaders, community members, alumni and students. Based on the results of the space analysis, the plan focuses on renovating existing spaces and exploring options for business and community partnerships that will benefit the College and its students, with a long-term plan for each campus.

- **Ensure Capital and Construction projects provide best possible educational and training environment for students.**

Conducted a feasibility analysis and a comprehensive space analysis for student housing, with utilization options that included classrooms, labs, offices, library spaces, athletic and recreation areas, and gathering spaces on all campuses.

- **Continue implementing Collegewide Sustainability Plan.**

The Integrated Facilities Plan included strategies to expand and enhance sustainability through the addition of solar canopies, solar farms, community gardens, new stormwater retention areas, as well as installation of electric vehicle (EV) charging stations approved for Eastern and Western campuses, and completed at the Metropolitan Campus.

The Integrated Facilities Plan also identified opportunities available at each campus for the public-private partnerships in regards to both location and fit. Now that we have identified the available areas, we will begin to move forward with meetings with potential partners.

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Use Lean Six Sigma methodology to analyze and improve enrollment processes.

- **Lead the Kaizen enrollment process review project and implement proposed outcomes.**

Updated or eliminated almost 100 of the 117 processes identified in the Kaizen enrollment process review. Some of the remaining processes will be integrated into other divisional projects, including the Academic Plan, the academic counseling and advising review, and the realignment of student support and services.

- **Develop Lean Six Sigma competencies within Workforce leadership team.***

- **Sunset duplicative IT systems and promote better utilization of those that remain.**

Continuing to incorporate AI into the College's business practices. While this will be an ongoing project, substantial progress has been made. For example, Element451, an AI-based customer relationship management platform and chatbot software subscription, will replace five current software applications.

- **Review and improve student register and pay process.**

Revamped the College's Remission of Fees process, which allows employees and their dependents to take credit and noncredit courses at the College without incurring tuition costs. Under the new process, a hold is placed on the student's account after registering for classes, ensuring they will not be dropped for non-payment. The new process also allows students to register before the Remission of Fees form is completed, reducing enrollment delays.

- **Design and implement HR strategy that supports improved enrollment process.**

Through the collaborative efforts of AL&S and HR, developed and implemented an organizational model that supports the school model. This ensures students will experience a more streamlined and efficient educational experience.



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Prioritize review of academic advising, personal counseling and career development strategies to improve the student academic experience and address rising mental health concerns.

In April, Tri-C and Cleveland State University agreed to assist the College Now Mentoring Program with a friendly wager. By the May 31 deadline, Tri-C recruited 53 employees to become College Now mentors, while Cleveland State recruited only 37. The real winners are the students in the College Now Mentoring Program, who now have 90 new mentors to help guide them throughout their college journey.



- **Collaborate with nationally recognized experts, including National Academic Advising Association, to review and create comprehensive advising system that supports academic and career advising as well as mental health counseling.**

Continued work began in FY23 with NACADA consultants to review student advising activities across the College. Internal committees — including administrators and instructional and non-instructional faculty members — focused on the specific conditions of advising and provided final recommendations during a spring semester summit. The recommendations have been incorporated into a final report, which will be shared with the wider College community in the fall of 2024.

The student services realignment and the implementation of the new academic schools have complementary emphasis on access to mental health services and resources for students. These changes will enhance the Collegewide coordination and expansion of mental health resources that support students.

- **Leverage existing IT systems to support efficient scheduling and appointment management for advising, counseling and other support services.****
- **Ensure multiple modes of support are available to address mental health concerns.***



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Examine and improve support to and success rates of students gaining workforce credentials — degree and nondegree seeking.

- **Collaborate with WCED to create new short-term certificates, embedded certificates and post-degree credentials.**

Offered a Competency-Based Education (CBE) post-degree professional certificate in cybersecurity beginning August 2023. The College recently received approval from the Higher Learning Commission and the Ohio Department of Higher Education for a second CBE post-degree certificate in IT for programming and development. Additional new short-term credentials are embedded in the new Bachelor of Applied Science in Integrated Digital Manufacturing Engineering Technology.

- **Develop new programming and seamless pathways between credit and noncredit disciplines.**

With WCED, convened a Collegewide group to integrate noncredit programming into the five discipline-based academic schools to create new pathways for noncredit students to move into credit programs. The work included improving enrollment processes, creating a single application for both areas, resolving issues with transcript sharing, and eliminating barriers for students moving from noncredit to credit courses.

Created a cross-functional team representing enrollment operations, workforce and Corporate College® to identify and improve enrollment support and functionality for students matriculating between noncredit and credit programs. This work will continue into the next academic year.

- **Develop additional advanced programming and credentials.**

Received approval to offer a Bachelor of Applied Science in Integrated Digital Manufacturing Technology. This builds on Tri-C's current two-year degree and will allow students to go even deeper in developing their knowledge and skills of manufacturing and automated systems, mechanical devices, electrical, industrial information technology and networking.

- **Develop communication schedule and performance reports to share at biweekly checkpoints with students experiencing barriers.***
- **Investigate and integrate additional wraparound services, using equity lens to expand support for workforce students.****
- **Partner with academic leadership to create new short-term certificates, embedded micro-credentials and post-degree credentials.****
- **Develop new programming and seamless pathways between credit and noncredit disciplines.**

Launched a Higher Learning Commission quality initiative project to create a streamlined noncredit-to-credit health care pathway.



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**Completed in FY23.



GOAL 3

Ensure Sound Fiscal Environment

Develop systems to ensure that all College resources — financial, informational and those accessed through external partnerships — align with Tri-C mission.

Created investment pools to adapt to evolving institutional needs and allocated an additional \$2.5 million to capital equipment funds to provide students with state-of-the-art educational and workforce training resources

- **Utilize a division-wide approach to managing financial resources that ensures alignment with strategic goals while maximizing efficiencies and eliminating redundancy.**

Implemented a new budget structure that centralizes budgets in the academic schools, overseen by the associate provost's office. This will require academic disciplines to collaborate across campuses to leverage resources, staffing and funding, streamlining processes and reducing inefficiencies and redundancies in the current campus-based model.

- **Partner with A&F to plan several years of strategic priorities, student programs, etc. in relation to the overall operating budget.**

The provost's office has worked very closely and will continue to work collaboratively with A&F and the budget and accounting team to strategically plan to fund new initiatives supporting the president's strategic vision. This also includes collaborating with ITS to assist with providing proper access to Banner and other systems in the new model.

- **Continue pursuing partnerships that create innovative revenue streams, including customized training and revenue-sharing arrangements.**

Formed a partnership with George Brown College to launch an online Electric Vehicle (EV) Technician training program to address a global need for workers who are skilled in diagnosing, servicing and repairing high-voltage EVs and residential and commercial charging stations.

- **Ensure transparent and sound budgeting and financial planning processes (e.g., annual budget development and implementation, long-range financial planning).**

Redesigned the College's budget process to align with and support the academic schools and Collegewide strategic initiatives.

Created investment pools to adapt to evolving institutional needs and allocated an additional \$2.5 million to capital equipment funds to provide students with state-of-the-art educational and workforce training resources. Communicated the new budget philosophy and enhancements to the College community through several presentations, including the budget kickoff meeting and presentations to union leadership teams and the Board of Trustees, resulting in an approved and balanced budget in May 2024.

- **Ensure contracts and purchases are negotiated for total value and directly serve institutional mission.**

Achieved significant savings by renegotiating contracts and utilizing consortia purchasing groups. The College is on track to exceed its goal of 18% savings.

- **Ensure appropriate utilization of financial and human resources through comprehensive personnel review and restructuring.**

Exceeded the College's strategic hiring savings target, allowing it to invest resources in needed areas.

Strong collaboration between Human Resources and AL&S led to an organizational structure that optimally supports the academic schools.

- **Provide access to high-quality, affordable course materials.**

Offered students a variety of options for course materials, including rental, used, digital and First Day and Inclusive Access. Annual student savings were \$3.2 million — the greatest annual savings since the College began tracking this metric in FY10.

- Access, Learning and Success (AL&S)
- Workforce, Community and Economic Development (WCED)
- Administration and Finance (A&F)
- Strategy and Community Engagement

**Work is in progress or scheduled to be completed in FY25.*

***Completed in FY23.*

Demonstrate commitment to value proposition of community support by promoting and achieving passage of November 2023 levy.

- **Empower division employees to serve as brand ambassadors, communicating the value of a Tri-C education to community members and supporting successful levy passage.**

Engaged in numerous meetings, outreach activities, newsletters and videos to highlight academic programs, transfer opportunities, access to Credit for Prior Learning, co-op and internship opportunities, youth and adult serving programs and dual enrollment for high school students. Educating the academic staff on these programs and the value proposition of a Tri-C education prepared them to serve as brand ambassadors and provide accurate and persuasive information to family, friends and others in support of the fall levy campaign.

- **Increase awareness of and support for levy campaign by acting as Tri-C brand ambassadors, sharing how workforce education leads to family-sustaining wages and provides talent pipeline throughout region.**

Participated in levy campaign activities such as phone banks, sign distribution, speakers bureau events and distributing literature at community events. Additionally, the Workforce Division developed and promoted short-term certificate programs that lead to family-sustaining-wage jobs and provide a pathway to associate degree programs. These workforce programs were promoted to community organizations, county agencies, high schools and the general public to raise awareness of short-term training opportunities at Tri-C for in-demand jobs in manufacturing, transportation, healthcare, information technology and engineering.

The Citizens for Cuyahoga Community College raised nearly \$1 million to generate critical awareness for the Tri-C levy on the Nov. 7, 2023 ballot. This levy allows the College to sustain its vital educational and economic impact in Northeast Ohio. Levy dollars keep Tri-C affordable and accessible for county residents.

The levy successfully passed with 62% voter approval, indicating county residents continue to value Tri-C as a community partner and the resources the College provides.



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**Completed in FY23.



Ensuring that everyone in our communities has the nutritious food they need every day



GOAL 4

Increase College Visibility

Build deep, mutually beneficial relationships with diverse partners, including employers, K-12 schools, four-year universities and political players.



• Employers engaged by WCED over the past year include:

- Norman Noble
- Cargill
- Cleveland-Cliffs
- Nestlé
- Rockwell Automation
- Howmet Aerospace
- Northeast Ohio Regional Sewer District
- Swagelok
- MCPC
- Fives North American Combustion
- Federal Reserve Bank of Cleveland
- The AKA Team
- Trillium Creek Dermatology
- Kaplan Construction
- Greater Cleveland Regional Transit Authority (RTA)
- KeyBank
- Cleveland Metroparks
- Lincoln Electric

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***Completed in FY23.*

- **Strengthen 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 four-year institution.**

Created new student support specialist positions designed to increase College Credit Plus (CCP) enrollment by focusing on CCP students and their specific needs.

Increased the number of CCP partnership high schools from 21 in the 2020-2021 academic year to 42 for the 2024-2025 academic year.

Participated in monthly meetings with First Ring School Districts and the Educational Service Center of Northeast Ohio to inform area superintendents about the many early college options available at Tri-C.

- **Expand partnerships within community (beyond Tri-C Access Centers) to increase awareness and build new enrollment opportunities.**

Developed a teach-out agreement with Eastern Gateway Community College (EGCC) to help EGCC students transition to Tri-C as EGCC ceased operations. The College created a landing page for EGCC students, outlining the programs approved through the teach-out agreement and the steps to enroll.

- **Create opportunities at scale for K-12 superintendents, teachers, guidance counselors and other staff members to visit Tri-C campuses and learn about programs and services.**

Kicked off In-Demand Jobs Week with the Public Safety Showcase event, followed by a high school showcase, community showcase and a Women in STEM event, featuring panelists from KeyBank, the Greater Cleveland Regional Transit Authority and Rockwell Automation. In total, more than 60 high school students and 130 community members were engaged.

Served over 600 unduplicated students each year through the Youth Technology Academy, which is embedded in multiple Cleveland Metropolitan School District high schools as well as Cleveland-based charter and parochial schools. The program allows students to take courses in engineering technology, mechanical engineering technology and construction.

- **Conduct targeted outreach to maintain and expand relationships with growing employers and in growing sectors throughout Northeast Ohio.**

Hired an executive director to lead WCED's Workforce Partnerships team and grow employer and community partnerships and workforce program enrollment through enhanced employer engagement, targeted recruitment, strategic outreach, programming for in-demand jobs and retention.

The WCED executive vice president is serving as the vice chair of the Cleveland-Cuyahoga County Workforce Development Board, facilitating a deeper relationship with the board as a workforce training provider and thought partner. The executive vice president is also creating links between the state and Tri-C as a member of the Governor's Executive Workforce Board.

- **Convene industry leaders and other critical partners for scaled regional impact.**

Hired an executive director of public policy and economic development who will direct or inform strategic and operational economic development and public policy initiatives as they relate to the workforce. This position emphasizes organizing and overseeing the expansion of relationships within the College and the external community. Two immediate projects are the build-out of the Center for the Future of Work and the development of a suite of products and services Tri-C can offer to help developers comply with Cleveland’s Community Benefits Ordinance.

The WCED executive vice president serves as the chair of the Greater Cleveland Career Consortium (GCCC) Leadership Council. The GCCC seeks to align students and families with local public, private, education and other nonprofit partners to grow and sustain a diverse and equitable talent pipeline in the region.

- **Increase engagement with diverse vendors and suppliers through implementation of Economic Inclusion Plan.**

Greatly increased engagement with diverse suppliers in FY24 as part of the Five-Year Economic Inclusion Plan. To date, the College has added 318 diverse vendors, and it is on track to meet the FY24 goal of 389 and the stretch goal of 406. Also, 12.3% of the College’s total addressable spending has been with diverse vendors to date.

- **Develop Joint Use Agreements with community partners in service of Tri-C and student success.**

Continued to develop Joint Use Agreements with community partners to offer students benefits such as internships, clinicals and support services at no cost to the student or the College. Current community partners include the St. Vincent Charity Medical Center, the Solon Innovation Center and the Greater Cleveland Food Bank.

- **Explore prospective relationships with four-year universities through co-located campus locations.***

- **Continue developing engagement with K-12 schools, including opportunities for greater collaboration and partnership with Cleveland Metropolitan School District (CMSD).****

- **Collaborate with external mission-conscious community partners and leaders to develop strategic goals and initiatives that focus on advancing student success.**

Deepened interfaith engagement with the Cleveland Foundation’s Greater Cleveland Interfaith Alliance and other interfaith organizations to expand awareness of the College’s programs, services and other initiatives by hosting three or more meetings at all campus locations. Campus leaders, deans, faculty, staff and students were invited to highlight programs and special services.

The Cleveland Metroparks Scholars program was launched in partnership with KeyBank, offering full tuition toward an associate degree in veterinary science, plant sciences and landscaping, accounting and information technology. It includes seasonal employment with Metroparks and an opportunity for full-time employment upon graduation.

- **Expand mutually beneficial relationships with community partners that support specific student populations (LGBTQ+, refugee/displaced student, students of color).***

Produced the first comprehensive Community Impact Report, demonstrating how Tri-C enriches the lives of Cuyahoga County residents socially, culturally and economically.



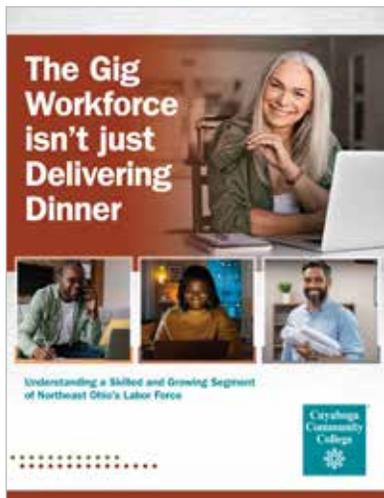
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**Completed in FY23.

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.

Tri-C's *The Gig Workforce Isn't Just Delivering Dinner* report examines the rise and potential of the gig workforce and explores the nature of gig work, questioning some preconceived notions about who gig workers are, the types of work they do, and how they are a largely untapped asset in the region. It examines the potential for integrating gig workers into the regional workforce while fulfilling their needs for ongoing education and support.



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- **Utilize best practices and research from nationally recognized community colleges to propose and implement new “school” model approach to academic programs at Tri-C, realigning leadership and faculty for improved student experience, more collaborative and effective Collegewide schedule, and greater staff and financial efficiencies.**

Concluded plans to launch the five academic schools in July 2024.

- **Continue to serve and expand representation in groups and on committees that support and advocate for Tri-C mission.***

Enhance awareness of Cuyahoga Community College as driver and leading voice on economic and social mobility in Northeast Ohio.

- **Expand alignment of and partnerships with key regional organizations like Cleveland State University, Ohio Association of Community Colleges, Team NEO, CMSD, Greater Cleveland Partnership and others to promote value proposition of community college workforce and credit education to students, industry, business and government and to support our equity and transfer agenda.**

Met with leaders from the University of Toledo and Kentucky State University to expand or create new partnerships and articulation agreements for Tri-C's students.

Continued to build and expand its long-standing partnership opportunities with Cleveland State University and other regional institutions.

- **Establish mobile Workforce offices to increase visibility of workforce programming at each campus and within community.****
- **Work with local business and industry leaders to align and update career pathways that help build pipeline of skilled workers to meet regional demands.**

The Transportation Innovation Center partnered with the Greater Cleveland Regional Transit Agency to prepare individuals for careers as bus drivers, providing a pre-CDL preparatory course to more than 200 individuals.

Provided entry-level and advanced welding training to Cleveland-Cliffs employees through a one-week intensive training program. Cleveland-Cliffs is the largest flat-rolled steel producer and largest manufacturer of iron ore pellets in North America.

Partnered with the Northeast Ohio Regional Sewer District on an apprenticeship program to train incumbent workers in electrical and mechanical technician competencies.

Launched a new partnership with Cargill Deicing Technology to provide technician training for its incumbent workforce. Tri-C currently provides welding training to Cargill employees and is developing other training programs to upskill their workforce.

Formed a new partnership with Nestlé Prepared Foods Company to train their employees in facility maintenance at its two locations in Cleveland and Solon.

Provided training in advanced machining and facility maintenance for second- and third-shift employees of the Swagelok Company, an approximately \$2 billion privately held developer of fluid system products, assemblies and services for the oil, gas, chemical, semiconductor and clean energy industries.

Partnered with Norman Noble Inc. (NNI), a medical device contract manufacturer, to create an on-ramp training program for new hires. This fast-track training opportunity prepares individuals for rewarding careers in medical device manufacturing. Through this partnership, new hires receive two-and-a-half weeks of no-cost technical training at Tri-C, followed by three weeks of paid training at NNI. Individuals who complete the program receive a job offer with benefits.

- **Contribute to region's health and well-being through annual Combined Campaign.**

Raised \$76,000 through the College's annual Combined Campaign benefitting the United Way of Greater Cleveland and the United Negro College Fund. Since 1995, the campaign has contributed more than \$3.0 million to our community partners ultimately supporting the citizens of Northeast Ohio.

- **Collaborate with external organizations to explore strategies and solutions to achieve social and economic mobility.**

Hosted a series of four workshops for 200 small businesses at the Center for Entrepreneurs at Tri-C's Corporate College® through a partnership with Huntington Bank's Entrepreneur-in-Residence program. The workshops covered marketing, taxes, staffing and payroll, customer service, business growth and more.

- **Continue to support and expand the reach of existing College programs that impact positive change to the community.**

Ohio Options for Adults, the College's largest noncredit program and the largest Aspire program in the state, served over 2,000 participants.

Celebrated the 45-year anniversary of the Women in Transition (WIT) program, which served 250 women during the fall and spring semesters. Ninety-eight participants have enrolled in credit courses, and eight graduates received WIT scholarships to continue their education at Tri-C.

- **Effect positive change within Tri-C community through Stand for Racial Justice alliance.**

Presented five events that included a panel discussion on the *Generational Trauma of Racism: Hispanic American/Latinx*; and a series of four interviews covering aspects of *Navigating a Polarized World*. Interview topics included Media Literacy, Critical Thinking and Religious Uncertainty; Rhetoric, Identity and Uses of History; Conflict Resolution; and Social Psychology and Emotional Intelligence.

- The Integrated Communications department produced 181 news releases, media pitches and newsroom stories on student success, faculty innovation and community-focused programs and events, resulting in more than 3,400 media mentions.

- **Twitter** — Up from 0.983% to 1.85%

- **Facebook** — Up from 4.4% to 12.75%

- **Instagram** — Up 35.2% from 269,896 to 364,850.

- **tri-c.edu** — 2.6M users

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Cuyahoga
Community
College



GOAL 5

Further Enhance Fundraising Approach

GOAL 5: FURTHER ENHANCE FUNDRAISING APPROACH

Secure additional commitments from College supporters by effectively communicating realities of post-pandemic environment with transparency and candor.

Tri-C's Resource Development and the Cuyahoga Community College Foundation's Skills to Succeed campaign concluded seven months early (June 30, 2023), surpassing its \$50 million goal, with \$58 million raised to support student success. The impact of this campaign continues to transform our institution and community.

In FY24, \$24 million was secured.

- 150 Skills to Succeed donors were retained, generating giving totals of nearly \$16 million
- 282 new donors gave nearly \$700,000
- Top areas for giving included workforce training programs, student support services and scholarships

Tri-C Day, our eighth annual 24-hour day-of-giving event, raised \$161,256 in donations from 1,014 employees, retirees and friends of the College, making education possible for many students this year.

- **Work with College leadership to effectively communicate institutional and student needs and promote opportunities for collaboration with external partners, stakeholders and donors.**

AL&S leadership worked with the Cuyahoga Community College Foundation to raise funds to support Tri-C's work with the state of Ohio and Intel, as well as implementing the new bachelor's degree by securing funding for a clean room and other necessary equipment.

- **Provide connection points and help develop new relationships between the Foundation and College vendors to support philanthropic endeavors.***

Worked with the Resource Development staff to develop a plan to engage A&F vendors with the Foundation, beginning with the Presidential Scholarship Luncheon in 2024.

- **Ensure continued availability of institutional funds to support resource development initiatives.**

The College allocated \$500,000 in institutional funds to student scholarships with planned opportunities for additional investment identified during the FY 2025 budget build process.



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Strategically allocate and raise funds to support key student success goals.

- **Inform and collaborate with Foundation to identify priority needs for external funding that align with Collegewide Academic Plan and promote student success.**

Met with Foundation executives to discuss future projects and programs that have grown out of the Collegewide Academic Plan, the new academic schools, student services realignments and collaborations with the Workforce Division that could be supported through external funding sources.

- **Continue partnering with Foundation to identify key priorities, including barrier removal, and develop innovative initiatives to support student success.**

In partnership with the Foundation, secured over \$8 million in funding to support student success, barrier removal and priority projects for WCED.

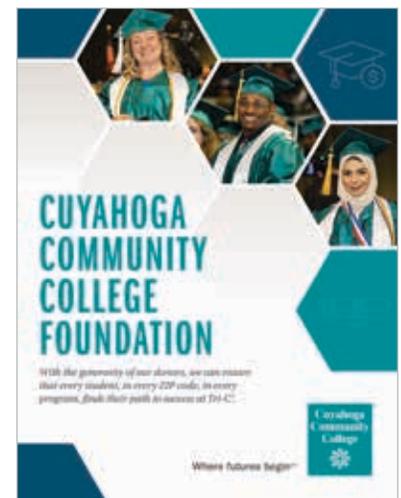
Secured scholarships and Student Support Services (Work Readiness Funds) to support all workforce programs.

- **Continue engaging in regional funding collaborations that identify and pursue grant opportunities that support workforce programming.**

Secured the Charged Up Grant from the Ohio Department of Job and Family Services to expand Ohio’s electric vehicle workforce to meet industry demand. This includes EV technician training, smart manufacturing programming and mechanical technician training.

Building on the success of the Skills to Succeed campaign, the new Case for Support outlines an investment strategy with three pillars:

- Student Support — Removing barriers
- The Future of Work — Preparing students for the jobs of tomorrow
- Pathways to Success — Streamlining access to Tri-C



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FY23 Awards and Recognitions

Cuyahoga Community College:

- Received the Government Finance Officers Association (GFOA), with multiple awards for financial reporting:
 - GFOA Certificate of Achievement for Excellence in Financial Reporting for the 15th consecutive year
 - GFOA Distinguished Budget Presentation Award for the 15th consecutive year
- Received the NorthCoast 99 award for the 18th time, recognizing the College as a best workplace for top talent
- Recognized by *Cleveland Magazine*, Stomp named the Best College Mascot in 2023
- Received first-ever Ohio Community College Athletics Conference (OCCAC) All-Sports Award, as well as league titles in women's basketball and baseball and two other top-three finishes during the year
- Received 11th *INSIGHT Into Diversity* Higher Education Excellence in Diversity (HEED) Award — a national honor recognizing U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion
- Earned 15th consecutive Military Friendly® School designation and recognized as a Gold school for work with veterans and military members
- Recognized with two National Paragon awards and four District 3 Medallion awards from the National Council for Marketing and Public Relations.
- Honored by the American Association of Community Colleges, Alumnus Dr. Carl Allamby received the 2024 Outstanding Alumni Award
- Recognized by the Cleveland Orchestra, Tri-C's JazzFest Cleveland, presented by KeyBank, received the 2024 Dr. Martin Luther King, Jr. Service in the Arts Award
- Honored in the National Collegiate Landscape Competition, Tri-C's Plant Science and Landscape Technology program finished in second place and a student received top individual honors out of 595 competitors
- Recognized by the Commission on Accreditation for Respiratory Care, Tri-C's Respiratory Care program received its third Distinguished Registered Respiratory Therapist Credentialing Success Award in the past four years, the highest award offered by the commission

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

- Selected for Aspen Institute's Presidents Fellowship
- Named to the Most Influential section of Who's Who in Black Cleveland
- Received the 2024 Southern Christian Leadership Conference Educational Administrator of the Year Award

Students, Employees

- Eight Tri-C students recognized for academics, leadership and community service by the All-Ohio Community College Academic Team
- Student Zoe Hunter honored during the 38th annual League for Innovation International Student Art Awards with a Juror's Choice award for her ceramic sculpture
- Student Reis Johnson named All-American in pole vaulting by the National Junior College Athletic Association
- Student Kyle Koehler recognized as the 2024 OCCAC Player of the Year in baseball
- Student Marcos Vazquez named the 2024 OCCAC Playmaker of the Year for men's basketball
- Four Tri-C coaches named OCCAC Coach of the Year: Jasmine Frierson and Dion Griffin for women's basketball, Bryan Komlos for softball and Kyle Stahlberg for baseball
- Eric Gordon, the senior vice president of student development and education pipeline, appointed to the Education Resource Strategies (ERS) board of directors
- Scott Latiolais, Ed.D., president of the Westshore Campus, honored with the Paragon Award for New Presidents by the Phi Theta Kappa (PTK) Honor Society
- Renee Tramble Richard, J.D., president and CEO of Corporate College®, named one of *Code M Magazine's* 16 Female Achievers
- Renee Tramble Richard, J.D., president and CEO of Corporate College®, and India Pierce Lee, executive vice president and chief strategy officer, featured in *Crains Cleveland Business' New Faces in New Places*
- Standish Stewart, vice president and chief information officer, named a Top 10 Education CIO for 2023 by *Education Technology Insights*



Thank you

Since becoming the president of Cuyahoga Community College (Tri-C®) in 2022, I have made an unrelenting commitment to build momentum for this outstanding institution.

It is a commitment that has taken many forms and impacted many areas of the College, from the way students enroll in classes to the way their studies progress toward graduation. It has resulted in new programs, new centers of study, new services and new leadership.

I inherited the leadership of a top higher education institution, and I am proud to say that in just two years, we are in an even better place than we were on my first day on the job.

But none of our accomplishments — none of the momentum we have built — would be possible without the engagement and involvement of so many others.

I am grateful to you, our Board of Trustees, for the support and encouragement you show me every day. Your passion for this College and higher education in Northeast Ohio is immense, and you demonstrate it through your leadership and commitment.

I am proud of our 3,000 faculty and staff members who live our mission and our values seven days a week. Whether it is an instructor in a classroom, a counselor providing guidance, those in enrollment and financial aid ensuring students get into the courses they need, or countless other employees who make this institution operate at a high level, they are truly the engine that keeps us running.

I am awed by our students. They constantly remind me of how powerful dreams can be. So many of them navigate life challenges, balancing work, school and family responsibilities to attain an education and make a better life for themselves and their loved ones. Spring and Fall Commencement are two of my favorite days each year because I get to see those dreams realized.

I am thankful for our donors, who continue to stand alongside our College and our students, helping to advance our mission with their generous support.

And I am indebted to our community. Every person in Northeast Ohio has a Tri-C story or knows someone who does. This community values Tri-C because of the personal connection that finds its way into every household. Last fall, they once again showed their belief in Tri-C by passing our operating levy renewal with 61% of the vote.

It is their hard-earned money, and they invested it in Tri-C. Not every area has a supportive community like that, but Greater Cleveland surely does.

It is my task to take the talent and support offered by those around me and continue building Tri-C into an institution that is locally dominant and nationally prominent. We have made tremendous strides in that direction, and I believe the coming year will show even greater progress. I am excited for what's to come, and I hope you are as well.

Sincerely,



Michael A. Baston, J.D., Ed.D.
President, Cuyahoga Community College

