

2018-2020

# COLLEGE-WIDE TACTICAL PLAN

ACHIEVING EXCELLENCE

Cuyahoga  
Community  
College



## **MISSION**

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

## **VISION**

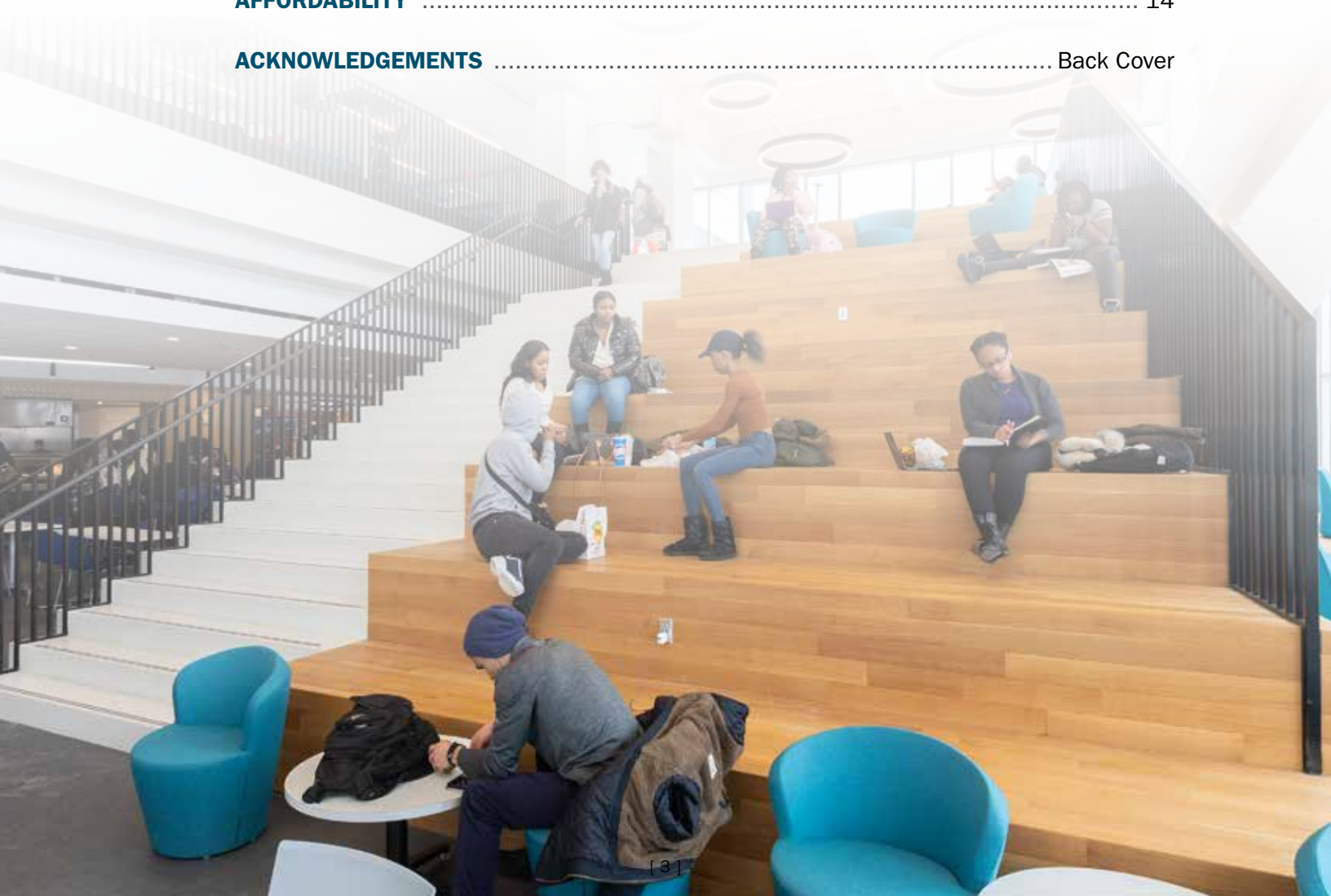
Cuyahoga Community College will be recognized as an exemplary teaching and learning community that fosters service and student success. The College will be a valued resource and leader in academic quality, cultural enrichment and economic development characterized by continuous improvement, innovation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

## **VALUES**

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

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## 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 E. 14th Street in downtown Cleveland. The College has steadfastly maintained an open access admission policy, breaking down barriers for students from all backgrounds. Today, the College's focus remains on students and their specific goals – to join the workforce, transfer to a four-year institution or gain the knowledge required for the next step in life's journey.

### EQUITY

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

### SUCCESS

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



## ACHIEVING THE DREAM'S INSTITUTIONAL CAPACITY FRAMEWORK

As an Achieving the Dream (ATD) Network Institution, the College aligns its tactical priorities with ATD's Institutional Capacity Framework. Developed over more than 10 years of work with more than 220 network schools, the framework comprises seven essential capacities that help create and support a student-focused culture:

- **Leadership & Vision** – The commitment and collaboration of the institution's leadership with respect to student success and the clarity of the vision for desired change.
- **Data & Technology** – The institution's capacity to collect, access, analyze and use data to inform decision and to use powerful technology to support student success.
- **Equity** – The commitment, capabilities and experiences of an institution to equitably serve low-income students, students of color and other at-risk student populations with respect to access, success and campus climate.
- **Teaching & Learning** – The commitment to engaging full-time and adjunct faculty in examinations of pedagogy, meaningful professional development and a central role for them as change agents within the institution. Also, the college's commitment to advising, tutoring and out-of-classroom supports as well as restructuring developmental education to facilitate student learning and success.
- **Engagement & Communication** – The creation of strategic partnerships with key external stakeholders, such as K-12, universities, employers and community-based organizations and internal stakeholders across the institution, to participate in the student success agenda and improvement of student outcomes.
- **Strategy & Planning** – The alignment of the institution with the umbrella goal of student success and the institution's process for translating the desired future into defined goals and objectives and executing the actions to achieve them.
- **Policies & Practices** – The institutional policies and practices that impact student success and the processes for examining and aligning policies and practices to remove barriers and foster student completion.



**Cuyahoga Community College (Tri-C®) is pleased to present the College-Wide Tactical Plan for Academic Years 2018-2019 and 2019-2020.**

This tactical plan was created to support the College's 2018-2022 strategic plan and to outline the specific actions the College will take to achieve the goals in each of its five Strategic Focus Areas: Student Experience, Brand/Image, Community, Workforce and Affordability. Each tactic was also created with the principles of Access, Equity and Success at its foundation, consistent with the College's mission to provide a high-quality, accessible and affordable education. Finally, these tactics were crafted to align with Achieving the Dream's Institutional Capacity Framework, which aims to help institutions of higher education promote a student-focused culture rooted in academic excellence.

This plan was made possible through the contributions of more than 1,800 faculty, staff, students and community members who participated in the College's strategic planning process and through the commitment and dedication of College leadership. As faculty and staff work to put this plan to action, they will be doing so in service of Tri-C's students and communities, finding new and innovative ways to provide students with the tools they need to be successful and to contribute to the region's growing and changing workforce. It is through this service that the College will demonstrate its commitment to access, equity and success and through prudent fiscal management that it will demonstrate its commitment to Northeast Ohio communities.

We offer our sincere thanks to the entire College community for its continued support. We are grateful and honored to be the place where futures begin.

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## 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.*

### **Tactic 1: Create a College-wide infrastructure with strategies to address the six dimensions of access.**

Create strategies and initiatives that define the College's efforts around connection, conversion, retention and completion under the pathway infrastructure.

- **Measures:** Creation of access plans for each campus; enrollment; conversion rates; retention rates; number of credentials granted; IPEDS graduation rate.

**ATD Categories**

**Leadership & Vision; Strategy & Planning**

In support of state and national trends, work closely with math and English faculty to improve student access to college-level math and English.

- **Measures:** New assessment tests and cut scores; multiple placement measures; implementation of corequisite model; number of students placing into college-level math and English; number of students completing gateway math and English in one year; implementation of Course Program of Study.

**ATD Categories**

**Equity; Teaching & Learning**

Provide support for learning and teaching to ensure students receive the highest quality education through regular and systematic review of syllabi, essential learning outcomes (ELOs), support for the Committee on Learning Outcomes Assessment (CLOA) and the Committee on Curriculum and Degree Requirements (CADRE), and continuous curriculum and program review supported by workforce trends.

- **Measures:** Percentage of curriculum updates in a three-year cycle; number of faculty using syllabus management software; number of courses mapped to ELOs; implementation of new electronic faculty credentialing process; number of courses reviewed; number of courses aligned to essential learning outcomes; number of articulation agreements; alignment of program pathways; reduction of per-program credit hours.

**ATD Categories**

**Teaching & Learning; Strategy & Planning**

Create and support innovative faculty development programs and opportunities to maintain instructional excellence while providing faculty with access to the latest advancements in their disciplines.

- **Measures:** Number of classrooms with updated technology; number of faculty participating in professional development offerings; electronic credentialing process implementation.

**ATD Category**

**Teaching & Learning**

Continue to enhance the College-wide schedule through the collaborative efforts of faculty and administration to improve course offerings and flexibility for students while improving internal efficiencies.

- **Measures:** Enrollment; student-faculty ratios; percentage of online course offerings; support for fully online students.

**ATD Categories**

**Teaching & Learning; Strategy & Planning**

## STUDENT EXPERIENCE (Cont.)

### Tactic 1: Create a College-wide infrastructure with strategies to address the six dimensions of access.

Improve physical accessibility of College spaces through the continued successful implementation of the Phase II Facilities Master Plan.

- **Measure:** Percentage of capital bond proceeds expended.

ATD Categories      Strategy & Planning

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### Tactic 2: Advance the student experience to improve access, success and completion for economically disadvantaged students and students of color.

Identify opportunities to enhance the student experience and improve student success through review of academic and nonacademic programs such as the drop-for-nonpayment process, scholarship application processes, Second Semester Pathway and Online Learning Student Assessment.

- **Measures:** Percentage of scholarship dollars awarded; student survey results; number of students dropped for nonpayment; retention and completion rates.

ATD Categories      Data & Technology; Policies & Practices

Continue to scale the case management approach to increase persistence and completion rates for specific student populations.

- **Measures:** FTE, headcount, retention and graduation rates for identified access categories; IPEDS graduation rate.

ATD Categories      Equity; Data & Technology; Engagement & Communication

Create cross-functional teams throughout the College and expand target messaging to underserved populations.

- **Measures:** Development and execution of yearlong student communications plan; open rates and interactions with internal yearlong communication plan messaging; participation in student events; completion metrics.

ATD Categories      Data & Technology; Equity; Engagement & Communication





## BRAND/IMAGE

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

### **Tactic 1: Strengthen the College brand by fostering understanding and improving the ability to communicate the College's programs and outcomes.**

Collectively fortify the Tri-C brand and its strong connection to the community and key stakeholders in preparation for the 2019 levy campaign.

- **Measures:** Number of community and levy events attended by College faculty and staff; campus engagement for levy events; passage of the 2019 operating levy.

**ATD Categories**

**Leadership & Vision; Engagement & Communication**

Expand communications with elected officials and community partners to build personal connections with Tri-C and provide information on the return on investment in the College and benefits of the College's fiscal stewardship, student outcomes, and faculty and staff successes.

- **Measures:** Number of government and community contacts receiving targeted information; open rates of electronic communications.

**ATD Categories**

**Leadership & Vision; Engagement & Communication**

Ensure that College communication vehicles are accessible to all audiences.

- **Measures:** Website, internal communications platforms and email messaging are Americans with Disabilities Act (ADA) and Web Content Accessibility Guidelines (WCAG) 2.0 compliant.

**ATD Categories**

**Data & Technology; Equity; Engagement & Communication**

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### **Tactic 2: Continue to advance inclusive excellence through internal programs and actions.**

Foster recognition and appreciation of diversity and inclusivity throughout the College culture through a wide variety of activities, including arts performances, diversity series offerings and external internship and cooperative education partners.

- **Measures:** Ruffalo Noel Levitz student satisfaction scores; number of employees and students participating in diversity and inclusion programs.

**ATD Categories**

**Equity; Engagement & Communication**

Expand efforts of the College-wide Diversity and Inclusion Committee, charged with identifying opportunities to embed diversity throughout Tri-C culture.

- **Measures:** Number of students and employees participating in diversity and inclusion programs.

**ATD Categories**

**Equity; Engagement & Communication; Strategy & Planning**

## BRAND/IMAGE (Cont.)

### Tactic 2: Continue to advance inclusive excellence through internal programs and actions.

Develop specific, comprehensive outreach strategies and hiring committee trainings to build a pipeline for recruitment of diverse faculty and staff, making Tri-C an inclusionary employer of choice.

- **Measures:** Number of diverse faculty and staff members; retention of minority employees; number of minority organizations engaged in the College's recruiting process.

**ATD Categories**      **Equity; Engagement & Communication; Policies & Practices**

Embed inclusive excellence in employee development and education through the creation of new professional trainings and workshops in diversity, inclusion and civility.

- **Measures:** Number of employees engaged in diversity, inclusion and civility trainings.

**ATD Categories**      **Leadership & Vision; Equity; Policies & Practices**

Increase the College's direct addressable spend with minority vendors and local suppliers.

- **Measure:** Dollars spent with diverse and local firms and agencies.

**ATD Categories**      **Equity; Engagement & Communication**

## COMMUNITY

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

### Tactic 1: Increase community connections through expanded outreach strategies.

Expand outreach, recruitment and retention efforts for students from identified access categories.

- **Measures:** Enrollment, retention and completion of students in underrepresented populations.

**ATD Categories**      **Equity; Engagement & Communication**

Align community outreach and engagement activities to improve efficiencies and provide external partners and organizations a single point of contact for the College.

- **Measures:** Number of applicants; conversion rates; enrollment; community survey results.

**ATD Category**      **Engagement & Communication**

Broaden alumni involvement and raise awareness of the alumni initiative among targeted communities.

- **Measures:** Creation of alumni council; number of alumni engaged.

**ATD Categories**      **Engagement & Communication; Strategy & Planning**

## Tactic 1: Increase community connections through expanded outreach strategies.

Create civic engagement opportunities for students that will strengthen student impact on the College community.

- **Measures:** Number of annual voter registration activities involving students; number of students participating in civic engagement opportunities.

ATD Category      Engagement & Communication

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## Tactic 2: Build upon existing and prospective partnerships to improve access to the College.

Strengthen and expand the messaging and reach of the Speakers Bureau to increase community knowledge of the College's access mission.

- **Measures:** Number of faculty and staff engaged in the Speaker's Bureau; number of speaking engagements.

ATD Categories      Engagement & Communication; Policies & Practices

Serve and support Northeast Ohio through engaged roles in community organizations.

- **Measure:** Number of community organization engagements.

ATD Categories      Leadership & Vision; Engagement & Communication

Create Access Champions who become community ambassadors for the College to further engage and support potential students.

- **Measures:** Number of applicants; conversion rates.

ATD Categories      Engagement & Communication; Strategy & Planning

Expand the number of corporate, foundation and governmental funding partners, as well as new individual, corporate, community, foundation and governmental donors and sponsors, to increase financial support for student access.

- **Measures:** Number of new funding partners; number of new donors; amount of scholarship and sponsorship dollars secured.

ATD Categories      Engagement & Communication; Strategy & Planning



## 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.*

### Tactic 1: Improve workforce opportunities and job placement for all individuals.

Expand experiential learning opportunities for students, including internships, externships and cooperative education opportunities.

- **Measures:** Number of students placed in internships/externships/co-ops; number of participants in career services programs and job fairs.

**ATD Categories**      **Teaching & Learning; Engagement & Communication**

Create and implement a job placement program to begin connecting students with employers and career opportunities.

- **Measures:** Number of on-campus recruiting events; number of employer partnerships; creation of new benchmarks for student placement.

**ATD Categories**      **Engagement & Communication**

Embed foundational career and work-readiness skills training in credit and noncredit programming to increase student employability.

- **Measures:** Number of students and graduates employed in industries with family-sustaining wages.

**ATD Categories**      **Teaching & Learning; Strategy & Planning**

Expand the pipeline between academics and workforce by strengthening and streamlining processes, assessing prior learning, creating new certificate programs and expanding the offerings and reach of the College's Centers of Excellence.

- **Measures:** Number of certificates offered; number of certificates granted; number of students moving from workforce to credit opportunities; number of students earning a certificate or degree from a Center of Excellence.

**ATD Categories**      **Teaching & Learning; Strategy & Planning**

Build endowments for the six Tri-C Centers of Excellence.

- **Measure:**  
Number of Centers of Excellence endowment funds established.

**ATD Category**      **Strategy & Planning**



## Tactic 2: Leverage the College's commitment and success in workforce development to improve economic outcomes for the region.

Build partnerships with minority vendors to encourage contracts and agreements that promote the engagement of a diverse workforce.

- **Measures:** Number of external partners with diversity supporting agreements and/or contracts; number of local minority agencies engaged.

**ATD Categories**                      **Equity; Engagement & Communication**

Expand regional economic development opportunities through the execution of Community Benefits Agreements (CBAs) and Community Benefits Statements (CBSs) for Phase II Facilities Master Plan projects.

- **Measure:** Number of Phase II Facilities Master Plan projects with CBAs and CBSs.

**ATD Categories**                      **Equity; Engagement & Communication**

Improve awareness of students, businesses and alumni who follow workforce pathways and make an impact on the local economy.

- **Measures:** Creation of an integrated workforce advertising and marketing plan; distribution of earned media stories and promoted content across College social platforms; web analytics on page views; student attendance at events and/or classes.

**ATD Category**                      **Engagement & Communication**

Engage in initiatives that support successful re-entry of Cuyahoga County residents into the Northeast Ohio workforce.

- **Measures:** Number of participants served through the College's Centers of Excellence; number of participants in the Workforce Development Alliance program.

**ATD Categories**                      **Equity; Policies & Practices**



## AFFORDABILITY

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

### Tactic 1: Reduce financial barriers for students.

Expand efforts to make educational and workforce opportunities more affordable by exploring new tuition waivers, tuition incentive programs and scholarship opportunities for students.

- **Measures:** Dollars saved by students through waivers and incentives; amount of unawarded scholarship dollars; participation and retention of students in incentive programs.

**ATD Categories**      **Equity; Strategy and Planning**

Provide students with options that maximize course material affordability, including expanding programs with proven results (rental, used and digital) and implementing new and innovative programs (open educational resources, First Day access).

- **Measures:** Student savings on course materials; number of courses utilizing inclusive access and open educational research materials; Barnes & Noble customer satisfaction scores.

**ATD Categories**      **Data & Technology; Policies & Practices**

Match students with benefits that offset financial barriers to access, retention and completion, including those available through increased awarding of financial aid and scholarships, Project GO!, Care Team Cash and “Learn and Earn” opportunities.

- **Measures:** Number of students participating in paid internship opportunities; number of students completing FAFSA; number of students aided through scholarships and Care Team Cash; number of students connected with benefits; retention rates; IPEDS graduation rate.

**ATD Categories**      **Equity; Policies & Practices**

Explore the feasibility and potential benefits of forming a cooperative relationship with a regional child care center.

- **Measures:** Workgroup formed in FY 19; analysis in progress in FY 20.

**ATD Categories**      **Equity; Engagement & Communication**



## Tactic 2: Identify additional resources for programs that improve student access and success.

Align the College's budget priorities with the State Share of Instruction (SSI) funding formula to maximize the College's allocation while ensuring enough institutional flexibility to adjust to changes in the formula.

- **Measures:** SSI allocation received; number of programs and initiatives aligned with SSI funding formula.

ATD Categories

Data & Technology; Policies & Practices

Ensure funding is earmarked for scholarships that support students of color and internal minority student-supporting organizations.

- **Measures:** Funds allocated to minority-supporting organizations; scholarship dollars awarded by the College's minority-supporting organizations; equity student retention and completion rates.

ATD Category

Equity

Allocate dedicated funds to create and sustain programs that support the six dimensions of student access.

- **Measure:** Dollars allocated for access support.

ATD Categories

Equity; Strategy & Planning

Ensure dollars are available for reinvestment in student-centered programs by maximizing institutional efficiencies in accord with priorities set forth by the Ohio Task Force on Affordability and Efficiency in Higher Education.

- **Measures:** Annual variance between forecast and actual fund balances; total dollars invested annually in student-centered initiatives.

ATD Categories

Strategy & Planning; Policies & Practices



## ACKNOWLEDGEMENTS

The College-Wide Tactical Plan for Academic Years 2018-2019 and 2019-2020 was developed to support the five focus areas as outlined in the 2018-2022 strategic plan. The College is grateful for the contributions of the 1,800 individuals who participated in the strategic planning process and for the dedicated leadership that helped to guide these important efforts.

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