

FIVE-YEAR
SUPPLIER MANAGED SERVICES
Economic Inclusion Plan

FISCAL YEARS 2022-2026 | JUNE 2021

Supporting the Community That Supports Us



MISSION, VISION AND VALUES

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

Mission

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

Vision

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

Values

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

FOUNDATIONAL PRINCIPLES

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

Access

Founded in 1963 as part of the growing community college movement, Tri-C has been committed to student access since the day the doors first opened to more than 3,000 prospective students on East 14th St in 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 needed for the next step in life's journey.

Equity

Tri-C is committed to the concept of inclusive excellence — equipping all students to be successful and ensuring that the College reflects the communities it serves in its student body, employees and operations. Tri-C recognizes that while students may receive similar access to education, they have not all achieved the same level of success — particularly in degree attainment. The College recognizes 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. Under the College's previous strategic plan, Tri-C made dramatic strides, increasing the College's official graduation rate by nearly 300 percent from 2010 to 2017 and marking significant gains in retention and the number of degrees and certificates awarded each year, among other key metrics. Not willing to rest on its laurels, however, the College recognizes that there is still substantial room for growth. Tri-C remains committed to involving every sector of the institution in the responsibility of providing students with the tools they need to achieve their goals.

S U M M A R Y

Since opening its first campus more than 50 years ago, Cuyahoga Community College (Tri-C®) has been committed to diversity, equity and inclusion. This commitment is evident in the College's Diversity and Inclusion Statement:

Tri-C is fortunate to have a true mosaic of people who contribute daily to a dynamic and rewarding learning environment. Tri-C stands with the belief that diversity enriches not only the institution but society as a whole and is therefore committed to appreciating diverse perspectives and valuing the collective differences and similarities that make Tri-C a leading community organization.

Cuyahoga Community College is committed to creating a diverse and inclusive culture not only within our student, staff and faculty populations, but also within our supplier base.

In 2016, a Five-Year Inclusive Excellence Plan combined the efforts of the College's Capital, Construction and Facilities and Supplier Managed Services (SMS) departments. This plan — which coincided with the implementation of the capital bond-funded Phase II Facilities Master Plan — set a goal of 28% spend with diverse vendors and firms throughout the course of construction and renovation. As of the end of FY21, this goal had been surpassed — with nearly \$100 million spent with diverse firms.

Phase II Facilities Master Plan Projects	Diverse Spend Goal (%)	Actual Spend (%)	Diverse Spend (\$)
Cumulative Spending: In-Process Projects	28%	59%	\$13,192,525
Cumulative Spending: Completed Projects	28%	49%	\$85,395,230

During that same period, the College spent an additional \$52 million with diverse firms and suppliers, bringing the total FY 2017-2021 diverse spend to approximately \$152 million.

As the FY 2017-2021 plan nears its conclusion, this new five-year plan has been created to promote business relationships and ensure a business environment that fosters the inclusion of diverse businesses within the College's procurement process. The Economic Inclusion Plan for FY 2022–2026 seeks to develop and strengthen these relationships by providing access to resources and information on the procurement process at Tri-C. As all purchases and vendor contracts are processed and approved through Supplier Managed Services, SMS will lead the efforts of this new plan in partnership with departments throughout the College, including the Office of Diversity and Inclusion.



CURRENT STATE

In FY21, the College’s total addressable spend was \$62 million. “Addressable spend” refers to categories of spending upon which SMS can have a direct effect. (Areas such as benefits and utilities do not fall under addressable spend.) Of that total, \$6.7 million was spent with companies falling into a recognized diversity category (see page 9), while \$29.3 million was spent with Cuyahoga County suppliers.

These figures partially reflect the effect of the capital bond issue, which raised \$227.5 million for the construction, renovation and infrastructure maintenance projects outlined in the College’s Phase II Facilities Master Plan. FY21 spend data trended lower overall due to the completion of a majority of those capital projects as well as lower overall spending due to the COVID-19 pandemic.

		FY17		FY18		FY19		FY20		FY21*	
		Total Spend	%	Total Spend	%	Total Spend	%	Total Spend	%	Total Spend	%
Addressable Spend	Supplier Managed Services Addressable Spend	\$45,618,414	-	\$58,123,496	-	\$74,940,091	-	\$57,643,401	-	\$50,261,280	-
	Capital & Construction Addressable Spend	\$36,776,038	-	\$71,848,255	-	\$79,669,041	-	\$61,516,565	-	\$11,725,447	-
Direct Spend	Supplier Managed Services Direct Spend (SBE MBE WBE VBE SDB)	\$4,166,507	9.1%	\$6,478,847	11.1%	\$6,924,866	9.2%	\$7,141,617	12.4%	\$3,900,220	7.8%
	Capital & Construction Direct Spend (SBE MBE WBE VBE SDB)	\$10,507,300	28.6%	\$11,460,627	16.0%	\$18,407,765	23.1%	\$7,666,641	12.5%	\$2,750,293	23.5%
	Spend with Cuyahoga County Suppliers	\$46,475,600	56.4%	\$58,193,369	44.8%	\$100,772,374	65.2%	\$74,243,400	62.3%	\$29,327,340	47.3%

Also in FY21, the College issued 2,671 purchase orders (POs) to vendors. Of those, 336 (12.6%) were issued to vendors who fall into a recognized diversity category. FY21 POs with diverse vendors have increased 1.1% over FY20.

CONTRACT SPEND BY SUPPLIER TYPE											
		FY17		FY18		FY19		FY20		FY21*	
Total Vendors with POs		3,268		4,438		4,511		3,915		2,671	
	MBE	35	8.7%	45	8.8%	40	8.6%	40	8.8%	31	9.2%
	WBE	90	22.3%	126	24.6%	120	25.8%	108	23.9%	78	23.2%
	SDB	0	0.0%	1	0.2%	0	0.0%	12	2.7%	5	1.5%
	VBE	25	6.2%	30	5.9%	28	6.0%	28	6.2%	27	8.0%
	SBE	254	62.9%	310	60.5%	277	59.6%	264	58.4%	195	58.0%
Total Diverse Vendors with POs		404	12.4%	512	11.5%	465	10.3%	452	11.5%	336	12.6%

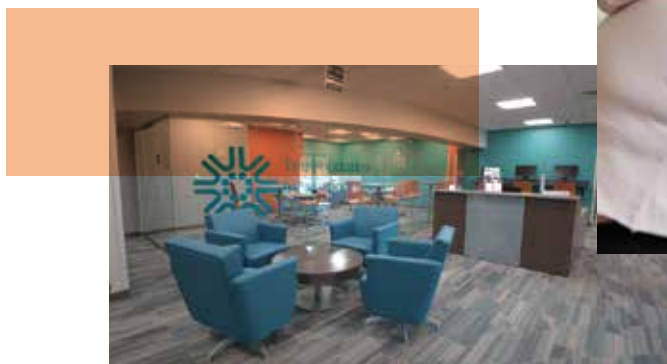
GOALS

The overarching goal of the Economic Inclusion Plan is to integrate the College's diverse professional relationships into its day-to-day business operations.

The College will strive to create relationships with diverse businesses that strengthen the communities in which it operates and will develop mutually beneficial relationships with diverse and local suppliers. Departments will be encouraged to identify and include diverse suppliers and service providers in the procurement process.

Through the strategies outlined within this plan, the College will achieve its specific goals to 1) Increase the number of diverse suppliers with contracts and POs by 5% each year; and 2) Increase touch points and connections with diverse suppliers by five each year.

CONTRACTS WITH DIVERSE SUPPLIERS				NEW CONNECTIONS WITH PROSPECTIVE DIVERSE SUPPLIERS	
Fiscal Year	Total Vendors with POs	Total Diverse Vendors with POs	Diverse Vendors Added	Fiscal Year	Number
FY21 (Baseline)	2,671	336	-	FY21 (Baseline)	10
FY22 (Projected)	2,800	353	17	FY22	15
FY23 (Projected)	3,000	370	17	FY23	20
FY24 (Projected)	3,200	389	19	FY24	25
FY25 (Projected)	3,200	408	19	FY25	30
FY26 (Projected)	3,200	429	21	FY26	35



FY 2022 - 2026 STRATEGIES

The following strategies support the College's commitment to inclusive excellence and will help ensure the attainment of the goals set forth in this plan.

Strategy #1: Schedule meetings with key vendors to discuss Tier 2 spend with their suppliers. Tier 2 refers to a secondary supplier with whom primary suppliers contract to supply goods and services (e.g., produce companies supplying fruits and vegetables to a catering company).

Strategy #2: Continue to host and attend vendor fairs and other diversity events statewide, including the Annual Matchmaker Regional Minority Fair.

Strategy #3: Schedule quarterly meetings with prospective new diverse vendors from outreach events.

Strategy #4: Create a focus group of College departments with the highest spend, holding quarterly meetings to discuss inclusive excellence goals and how each member can help achieve them.

Strategy #5: Work with key suppliers to discuss their company's diversity and inclusion strategies.

Strategy #6: Increase spend with diverse suppliers and connections with potential new diverse vendors annually.

Most of these strategies are ongoing and are intended to augment the activities and initiatives of the previous fiscal year. Implementation will begin in FY22 and continue through the end of FY26.

FY 2022		
Strategy	Description	Goals/Outcomes
Strategy #1	Schedule meetings with key vendors to discuss Tier 2 spend with their suppliers.	Meet with 2-3 vendors to review Tier 2 supplier diversity spend.
Strategy #2	Continue to host and attend vendor fairs and other diversity events statewide, including the Annual Matchmaker Regional Minority Fair.	Attend annual COSE matchmaker event. Attend quarterly GCP purchasing meeting.
Strategy #3	Schedule quarterly meetings with prospective new diverse vendors from outreach events.	Schedule meetings with at least five new vendor connections.
Strategy #4	Create a focus group of College departments with highest spend, holding quarterly meetings to discuss inclusive excellence goals and how each member can help achieve them.	Hold a kickoff meeting in the first half of FY22 with 10-12 key focus group members. Develop strategies and goals for FY22, with a primary focus on POs between \$1,000 and \$10,000.
Strategy #5	Work with key suppliers to discuss their company's diversity and inclusion strategies.	Pilot program to include two vendors (e.g., Staples, CDW-G, ComDoc, Brewer-Garrett).
Strategy #6	Increase spend with diverse suppliers and connections with potential new diverse vendors annually.	Minority contract goal: 5% increase. New vendor connection goal: 15 (increase of 5).

FY 2022 - 2026 STRATEGIES (Cont.)

FY 2023		
Strategy	Description	Goals/Outcomes
Strategy #1	Schedule meetings with key vendors to discuss Tier 2 spend with their suppliers.	Meet with 2-3 vendors to review Tier 2 supplier diversity spend.
Strategy #2	Continue to host and attend vendor fairs and other diversity events statewide, including the Annual Matchmaker Regional Minority Fair.	Attend annual COSE matchmaker event. Attend quarterly GCP purchasing meeting. Host two on-campus matchmaker events for interested minority vendors.
Strategy #3	Schedule quarterly meetings with prospective new diverse vendors from outreach events.	Schedule meetings with at least five new vendor connections.
Strategy #4	Create a focus group of College departments with highest spend, holding quarterly meetings to discuss inclusive excellence goals and how each member can help achieve them.	Continue quarterly focus group meetings, expanding focus to include diverse vendors in RFP invitations.
Strategy #5	Work with key suppliers to discuss their company's diversity and inclusion strategies.	Additional 2-3 vendors (e.g., Staples, CDW-G, ComDoc, Brewer-Garrett).
Strategy #6	Increase spend with diverse suppliers and connections with potential new diverse vendors annually.	Minority contract goal: 5% increase. New vendor connection goal: 20 (increase of 5).



FY 2024		
Strategy	Description	Goals/Outcomes
Strategy #1	Schedule meetings with key vendors to discuss Tier 2 spend with their suppliers.	Meet with 2-3 vendors to review Tier 2 supplier diversity spend.
Strategy #2	Continue to host and attend vendor fairs and other diversity events statewide, including the Annual Matchmaker Regional Minority Fair.	Attend annual COSE matchmaker event. Attend quarterly GCP purchasing meeting. Host two on-campus matchmaker events for interested minority vendors.
Strategy #3	Schedule quarterly meetings with prospective new diverse vendors from outreach events.	Schedule meetings with at least five new vendor connections.
Strategy #4	Create a focus group of College departments with highest spend, holding quarterly meetings to discuss inclusive excellence goals and how each member can help achieve them.	Continue quarterly focus group meetings, expanding focus to include diverse vendors in RFP invitations.
Strategy #5	Work with key suppliers to discuss their company's diversity and inclusion strategies.	Additional 2-3 vendors (e.g., Staples, CDW-G, ComDoc, Brewer-Garrett).
Strategy #6	Increase spend with diverse suppliers and connections with potential new diverse vendors annually.	Minority contract goal: 5% increase. New vendor connection goal: 25 (increase of 5).

FY 2025		
Strategy	Description	Goals/Outcomes
Strategy #1	Schedule meetings with key vendors to discuss Tier 2 spend with their suppliers.	Meet with 2-3 vendors to review Tier 2 supplier diversity spend.
Strategy #2	Continue to host and attend vendor fairs and other diversity events statewide, including the Annual Matchmaker Regional Minority Fair.	Attend annual COSE matchmaker event. Attend quarterly GCP purchasing meeting. Host two on-campus matchmaker events for interested minority vendors.
Strategy #3	Schedule quarterly meetings with prospective new diverse vendors from outreach events.	Schedule meetings with at least five new vendor connections.
Strategy #4	Create a focus group of College departments with highest spend, holding quarterly meetings to discuss inclusive excellence goals and how each member can help achieve them.	Continue quarterly focus group meetings, expanding focus to include diverse vendors in RFP invitations.
Strategy #5	Work with key suppliers to discuss their company's diversity and inclusion strategies.	Additional 2-3 vendors (e.g., Staples, CDW-G, ComDoc, Brewer-Garrett).
Strategy #6	Increase spend with diverse suppliers and connections with potential new diverse vendors annually.	Minority contract goal: 5% increase. New vendor connection goal: 30 (increase of 5).

FY 2022 - 2026 STRATEGIES (Cont.)

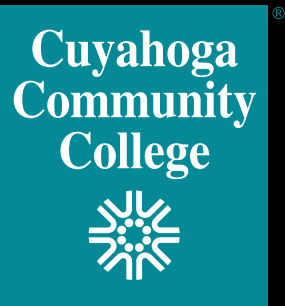
FY 2026		
Strategy	Description	Goals/Outcomes
Strategy #1	Schedule meetings with key vendors to discuss Tier 2 spend with their suppliers.	Meet with 2-3 vendors to review Tier 2 supplier diversity spend.
Strategy #2	Continue to host and attend vendor fairs and other diversity events statewide, including the Annual Matchmaker Regional Minority Fair.	Attend annual COSE matchmaker event. Attend quarterly GCP purchasing meeting. Host two on-campus matchmaker events for interested minority vendors.
Strategy #3	Schedule quarterly meetings with prospective new diverse vendors from outreach events.	Schedule meetings with at least five new vendor connections.
Strategy #4	Create a focus group of College departments with highest spend, holding quarterly meetings to discuss inclusive excellence goals and how each member can help achieve them.	Continue quarterly focus group meetings, expanding focus to include diverse vendors in RFP invitations.
Strategy #5	Work with key suppliers to discuss their company's diversity and inclusion strategies.	Additional 2-3 vendors (e.g., Staples, CDW-G, ComDoc, Brewer-Garrett).
Strategy #6	Increase spend with diverse suppliers and connections with potential new diverse vendors annually.	Minority contract goal: 5% increase. New vendor connection goal: 35 (increase of 5).



DIVERSITY CATEGORIES (SOURCE: CVM SOLUTIONS)

All definitions compliant with the primary agency governing the program.

Minority Business Enterprise (MBE)	<p>A for-profit enterprise, regardless of size, physically located in the United States or its trust territories, which is owned, operated, managed and controlled by minority group members (U.S. citizens who are Asian, Black, Hispanic and/or Native American).</p> <p>“Ownership by minority individuals” means that the business is at least 51% owned by such individuals or, in the case of a publicly owned business, at least 51% of the stock is owned by one or more such individuals.</p>
Small Business Enterprise (SBE)	<p>A small business is a company that is categorized as small, based on revenue and/or employees, as determined by the Small Business Administration’s classification laid out in its Small Business Size Standards.</p>
Small Disadvantaged Business (SDB)	<p>A small business that is at least 51% owned and controlled by socially and economically disadvantaged individuals who are U.S. citizens. (Effective 2008, the SBA ceased its SDB certification program and now allows a business to self-represent its SDB status in good faith.)</p>
Veteran-Owned Business (VBE)	<p>A business that is at least 51% owned by one or more veterans who control and operate the business.</p> <p>“Control” in this context means exercising the power to make policy decisions, while “operate” means to be actively involved in the day-to-day management of the business.</p> <p>A veteran is a person who served in the active military, naval or air service and who was discharged or released therefrom under conditions other than dishonorable.</p>
Woman Business Enterprise (WBE)	<p>A for-profit enterprise, regardless of size, physically located in the United States or its trust territories, which is owned, operated, managed and controlled by one or more women who are U.S. citizens.</p> <p>“Ownership by women” means that the business is at least 51% owned by one or more women or, in the case of a publicly owned business, at least 51% of the stock is owned by one or more women.</p>



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