

2023
**YEAR-END
REPORT**

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



Executive Summary

My first year at Cuyahoga Community College (Tri-C®) was filled with listening, learning, collaborative planning and action. It was a year of celebrating our past and aligning our resources to ensure an even brighter and more purposeful future.

In short, it was a year of important strategic changes and initiatives that continue to build momentum.

It began with a series of listening sessions where I learned how invested in Tri-C our students, employees and the community are, and how passionate they are about helping to envision and create our future.

My First 100 Days report reflected what I learned and provided a framework for our work moving forward:

- Everything will be values-centered, student-focused and purpose-driven.
- Our work will address three overarching themes: building a culture of clarity, redesigning the student experience and strengthening the College's value proposition.

We have acted on these values and themes.

One critically important initiative involves a review of our enrollment process. Corporate College® professionals trained in Lean Six Sigma worked with a cross-functional Collegewide team to identify ways to streamline the process and remove barriers to entry.

All students will be on a pathway to a credential of value that supports their personal, career and economic aspirations and aligns with our region's economic development goals.

We made strategic changes and additions to the leadership team. Renee Richard, general counsel, became the president and CEO of Corporate College. Under Renee's leadership, we have enlisted external consultants to help us evaluate Corporate College's business model and market potential to better position and leverage this important training and professional development asset.

Shana Marbury, was appointed executive vice president of Workforce, Community and Economic Development; India Pierce Lee as executive vice president and chief strategy officer; and Eric Gordon as senior vice president of Student Development and Education Pipeline.

Shana came to us from the Greater Cleveland Partnership. In her first year on the job, she has taken steps to increase the visibility of Workforce programming on our campuses and in the community.

India came to Tri-C from the Cleveland Foundation. In her short time here, she has successfully launched the Institutional Advancement Council, a group of College leaders who will help guide decision-making for the institution moving forward.

Eric spent the past 12 years as the CEO of the Cleveland Metropolitan School District. In addition to leading a new P-20 strategy for the College, his deep knowledge will inform initiatives to enhance the student experience.

Under my direction, the executive leadership team created the One College 3.0 Plan, which takes all of these values, principles and ideas and aligns them with large-scale goals to put *all students on a pathway to a credential of value that supports their personal, career and economic aspirations and aligns with our region's economic development goals.*

To that end, **we have continued to build and strengthen our partnerships with key organizations and businesses** to align and update career pathways, helping to ensure that businesses throughout Northeast Ohio have the talent they need to propel themselves and our economy forward.

As we celebrate Tri-C's 60th anniversary, we are mindful of the great strides my predecessors took in shaping this College to serve the ever-changing needs of this region. Charles Chapman, Ed.D.; Nolen Ellison, Ph.D.; Jerry Sue Thornton, Ph.D.; and Alex Johnson, Ph.D. gave us a powerful legacy and a strong foundation to build upon.

We are stewards of a great institution that is critical to so much of what this region is and will become. In the rest of this report, you will learn much more about the progress we have made in the past year as we continue to work toward our Collegewide goals, steadily building momentum and enriching Tri-C as a resource and asset that tens of thousands of Northeast Ohioans turn to each year.

Sincerely,



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

President, Cuyahoga Community College



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Key Accomplishments

We have formed a new educational approach that will allow us to be **student-ready** through a culture of clarity; **success-focused** through a redesigned student experience; and deliver greater **community impact** through a stronger value proposition.

Student-Ready: Through a culture of clarity

- Created new strategic metrics dashboards to provide real-time updates of student outcome data.
- Conducted in-depth research on community college best practices for aligning academics and workforce into a “school” model. Proposed the new structure to the Board of Trustees and introduced it to all College constituencies.
- Worked with the Society for College and University Planning to begin developing the first Collegewide Academic Plan.
- Began an integrated planning process for both facilities and academics that will inform the facilities and enrollment plans.
- Launched the Institutional Advancement Council, a group of College leaders who will help guide decision-making for the institution.

Success-Focused: Through a redesigned student experience

- Improved student register and pay process by:
 - Implementing a “register now, pay later” process with an extended window for self-payment
 - Extending registration through the first day of the semester
 - Developing a “hold” process to ensure financial aid and veteran students are not dropped from classes for nonpayment
- Implemented a review of the College’s enrollment process to shorten the time to enrollment and remove barriers.
- Collaborated with nationally recognized experts, including the National Academic Advising Association, to review and create a comprehensive advising system that supports academic and career advising and mental health counseling.
- Implemented QuadC: Student Success and Retention Software to connect students with resources and provide counselors with alerts to quickly respond to at-risk students.
- Identified additional funding to support the access and retention of minority students through projects such as foreign transcript translation services and the Black and Brown Male Summit.

Community Impact: Through a stronger value proposition

- Reached the \$50 million goal for the Skills to Succeed Campaign seven months ahead of schedule. The campaign has now raised more than \$58 million to prepare students for the jobs of the future.
- Developed new customized training engagements that include credential attainment for Cleveland-Cliffs Inc., Norman Nobel Inc., Zoresco Equipment Company, Steel Warehouse, Manufacturing Works, Nestlé, Avery Dennison and others.
- Created 81 job shadowing experiences at organizations such as MetroHealth, Orange Place Family Dentistry, College Now and the FBI that benefited 67 students.
- Developed advanced programming and credentials to provide clear pathways to industry jobs in areas such as Integrated Systems Engineering Technology, Welding, Mechanical Engineering Technology, Smart Manufacturing Technology, Cisco, Information Technology Fast Track Training and Community Health Worker.
- Partnered with universities and colleges, the state of Ohio and various government agencies to help finance the development of new programs and support scholarships.



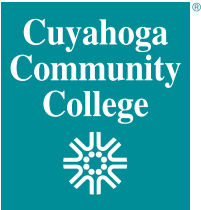
President Baston's Inaugural Year

JULY 2022 – JUNE 2023



COMPELLING VISION

We imagine a future in which every citizen, regardless of where they live, is educated and supported to enter a career where they can earn what they need to care for their family; a future in which their children can grow and prosper here in Northeast Ohio.



EVP India Pierce Lee, formerly of the Cleveland Foundation, joins to lead strategy and Community Engagement efforts

Began Establishing Priorities

EVP Karen Miller's team initiated research on Academic School Model approach and enrollment process streamlining effort

Corporate College President and CEO Renee Richard initiated assessment to discover ways to improve revenue generation and brand awareness

Established a Strategic Vision
Create a Culture of Clarity
Student Experience Redesign
Strengthen Value Proposition

EVP Shana Marbury, formerly of Greater Cleveland Partnership, initiated Workforce Approach Redesign to build greater synergy with business and industry

Celebrating Success

Presidential Inauguration

100 Days Listening and Learning

First Ideas Festival to engage the College community in having a voice on institutional redesign

Skills to Succeed Campaign exceeds \$50 million goal

JULY 2022

OCTOBER 2022

JANUARY 2023

APRIL 2023

JULY 2023

GRADUATION

SVP Eric Gordon hired to lead Education Pipeline efforts
44th Annual Tri-C JazzFest Cleveland



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Goal 1 **Strategic Vision**



Exceptional leadership team and educational approach



Shana Marbury



India Pierce Lee



Eric Gordon



Renee Richard

Having the right people in the right roles is key to an educational institution’s successful and purposeful functioning. Over the past year, I have observed the tremendous talent at Tri-C and started realigning roles and reporting structures to clarify our organizational configuration and ensure the best use of skills and talent. This will allow us to more effectively advance key student success, transfer and workforce initiatives.

Underpinning this realignment is a new “school” model approach to academic programs based on research and best practices from nationally recognized community colleges. It aligns similar disciplines or areas of study into “schools” (e.g., School of Nursing, Health Careers and Natural Sciences).

In addition to providing students with a more integrated experience, it will align credit and noncredit programs and deliver greater staff and financial efficiencies. We expect to launch the new school model in the Fall 2024 semester.

This process also revealed gaps in key areas representing tremendous opportunities for the College to better serve students and the community.

To build our capacity in these areas, I strategically recruited three new senior leaders. **Shana Marbury**, executive vice president of Workforce, Community and Economic Development, came to us from the Greater Cleveland Partnership to strengthen our relationships with business and industry and expand workforce programming.

India Pierce Lee, executive vice president and chief strategy officer, came to Tri-C from the Cleveland Foundation. She is focusing on deepening Tri-C’s reach in the community and establishing accountability measures to track and fulfill strategic goals and initiatives.

Eric Gordon, senior vice president of Student Development and Education Pipeline, spent the past 12 years as CEO of the Cleveland Metropolitan School District. In addition to leading a new P-20 strategy for the College, his deep knowledge will inform initiatives to enhance the student experience.

Additionally, **Renee Richard**, the College’s general counsel for 11 years, was named president and CEO of Corporate College®. Her extensive legal, finance and business experience in a broad range of industries will help us expand our training and professional development programming and launch an Entrepreneurship Center.



Timely student outcome data

In addition to having the right people in the right roles, we need the right information to understand student barriers to success, determine priorities and allow staff and faculty to make better, more informed decisions.

Our institutional research team reviewed, updated, expanded and standardized our existing academic metrics. The improved metrics, now available through an interactive dashboard, can be disaggregated by campus, equity cohort, full- and part-time students and academic year, providing real-time student outcome data to faculty and staff.





Student-oriented culture

We made many key improvements to support students on their academic journeys and remove barriers to completion:

- We have created mandatory checkpoints to determine if students have unmet academic or personal needs. These checkpoints help staff connect students to resources at the College and in the community.
- Extended wraparound services in areas such as tutoring, counseling, transportation, computer labs and recreation were made available to noncredit/workforce students. One example is the Work Readiness Fund, which has supported 89 individuals in various programs with technology purchases, emergency funding, program-required vaccinations, certification exams and student materials and supplies. Funding has ranged from \$100 to \$1,200 per student.
- We have implemented new and expanded existing debt forgiveness programs, resulting in 168 students enrolling or re-enrolling.





Facilitate change management

In my first 100 days at the College, I was impressed with the strong desire for change. As an experienced leader, I recognize that when that desire transforms into a plan of action, transparency and frequent communications are needed to reinforce the need for change and alleviate angst and uncertainty.

Throughout the year, we have provided thoughtful and respectful communications to ensure all constituent groups received timely, consistent and accurate information about our vision and plan, the benefits of these changes, the timeline for implementation, key milestones and more.

The executive leadership team and I held a series of town halls in the spring to share the strategic plan and the new “school” model. As I defined our vision for the future, I explained why we must operate differently and what changes are required to get us there. These were followed by regular communications, including videos, newsletters and smaller group meetings.





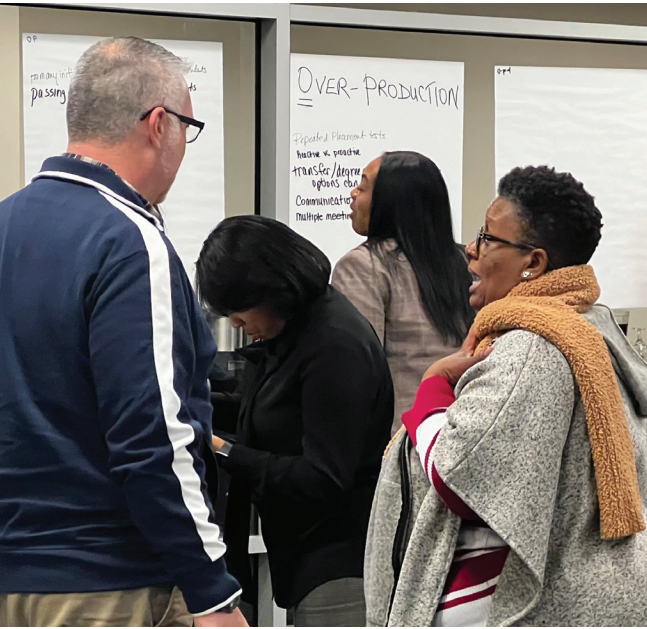
Cuyahoga
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Goal 2

Institutional Relevance





Culture of inquiry

We engaged with Team NEO, Lightcast, the Community College Research Center, College Now and numerous regional employers to gather data on Northeast Ohio's job and career market to inform academic direction and program development.

Team NEO also worked with our Deans Institute throughout the year to help them learn more about the regional economy and consider career and employment opportunities as they create and align programs and certificates.

We engaged a consultant to review our noncredit certificate programs and make new program recommendations. We also worked with employers and intermediary organizations such as MAGNET, Team NEO and Manufacturing Works to understand industry needs and ensure we prepare students for jobs in Ohio.

One example of the impact of these collaborations is the relaunch of the Certified Dietary Manager Certificate of Proficiency program by our Hospitality Management Center. Students who receive a certificate from Tri-C and pass a national test can enter this high-demand field with wages of \$45,000 to \$50,000 per year.

If we serve people most in need by providing accessible, flexible education in industries vital to our region and connecting them to life-changing work, we can create inclusive prosperity for all people in Northeast Ohio.



Collegewide Academic and Facilities Plans

A Collegewide Academic Plan is a critical strategy that serves as a road map to ensure we deliver an education that meets the needs of students and the broader community. Shortly after arriving at Tri-C, I was concerned to find we had not engaged in a Collegewide academic planning exercise in 20 years.

At my request, our provost — working with the Society for College and University Planning and others across the institution — began developing a Collegewide Academic Plan, scheduled for completion by Spring 2024.

It will help us anticipate and respond to emerging trends and provide relevant and innovative education. It will also guide the allocation of resources, including funding, staff and facilities, by prioritizing investments in areas that align with the plan.

We also launched an Integrated Facilities Plan that will support and complement the Collegewide Academic Plan and Strategic Enrollment Plan. The Facilities Plan will create a road map for physical improvements over the next decade to support evolving academic and workforce programs. Input was gathered via more than 20 employee, student and community focus groups. Additionally, a survey of more than 1,330 faculty, staff, students, community members and trustees was conducted to inform the planning process.





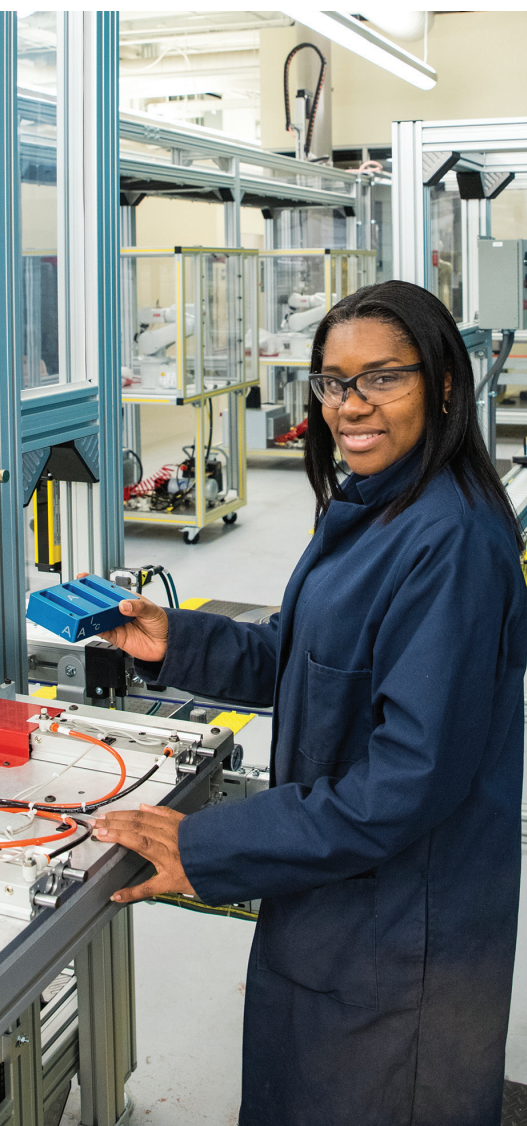
Streamline enrollment processes

Using Lean Six Sigma methodology, we engaged a cross-functional, Collegewide team to evaluate and improve recruitment, enrollment and retention processes. The initial focus was on streamlining the enrollment process. The team identified multiple time-consuming, redundant or confusing steps — some with significant lag times between them. Initial recommendations will reduce the number of steps by 68%. Additional reductions requiring technology upgrades or alignments are anticipated.

Review of academic advising

In collaboration with nationally recognized experts, including the National Academic Advising Association (NACADA), we are creating a 360-degree advising system that includes mental health and wellness counseling as well as academic and career advising. It will provide students with personalized guidance and support throughout their educational journey, helping them make more informed decisions, stay on track and maximize their learning and growth opportunities.

A survey was sent to faculty, administration and students. The results are being examined with NACADA, and a work plan will be created to engage students, deans and faculty during the fall and spring semesters of the 2023-2024 academic year.



Credentials, certificates and microcredentials

Certificates and credentials are building blocks that allow individuals to enter the workforce, acquire new skills or advance their careers. They offer a flexible, accessible and relevant approach to education and skills development. We have increased our offerings in this area to meet the workforce and job market's changing needs.

The workforce division secured training engagements that include credential attainment with Cleveland-Cliffs Inc., Norman Nobel Inc., Zoresco Equipment Company, Steel Warehouse, Manufacturing Works, Nestlé, Avery Dennison and others.

Programs that provide clear pathways to industry jobs were created in areas such as Integrated Systems Engineering Technology, Welding, Mechanical Engineering Technology, Smart Manufacturing Technology, Cisco, Information Technology Fast Track Training and Community Health Worker.

IT noncredit and credit programs partnered with SkillStorm to offer new online instructor-led courses that lead to industry standard certifications, such as AWS and Salesforce. Students completing the AWS course will receive college credit after passing the certification exam.

The IT Center of Excellence is working with the Greater Cleveland Partnership to create a registered software apprenticeship boot camp. Students will complete a 14-week software developers academy followed by two on-demand courses.



Goal 3

Economic Stability





Financial planning processes

We developed a proposed budget and long-range financial planning philosophies and goals, culminating with the passage of a balanced FY24 budget and long-range financial plan that aligns with the College's strategic initiatives.

The College was declared the "Triple Crown" winner by the Government Finance Officers Association (GFOA), with multiple awards for financial reporting:

- FOA Certificate of Achievement for Excellence in Financial Reporting for the 14th consecutive year
- GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting for the 14th consecutive year
- GFOA Distinguished Budget Presentation Award for the 14th consecutive year

Tri-C graduates earn degrees, certificates and other credentials that result in a trajectory of economic mobility that shape positive life outcomes for them and their families for years to come.

Innovative revenue streams

The College partnered with universities and colleges, the state of Ohio and various government agencies, including the National Science Foundation and the Department of Labor and Health and Human Services, to help finance the development of new programs and support scholarships for students in existing programs.



Negotiated contracts and purchases

More than 40% of the College's contracts are with consortia/purchasing groups, resulting in a 16% savings to the College as of May 30, 2023.

We also provided students with a mix of new, used, rental, digital and open educational resource course options to ensure a quality and affordable selection of course materials. The efforts resulted in a 44% course material savings for students — the equivalent of \$2.1 million, the greatest annual savings since the College began tracking this metric in FY10.

Passage of November 2023 levy

Two 10-year levies account for 54% of Tri-C's operational budget. These voter-supported levies keep Tri-C affordable, allowing the College to offer the lowest tuition in Ohio. This fall, we will ask the community to renew one of the levies.



**LOWEST
TUITION
IN OHIO**





Goal 4 **Increase Visibility**



This year, we have made significant progress in deepening and reinvigorating relationships with employers, K-12 schools, four-year universities, community-based organizations and policymakers. Since taking office last July, I have personally met with countless stakeholders, developed new and expanded partnerships, briefed state and local officials and media, and attended or spoken at numerous community forums and events.

Coupled with our award-winning advertising, marketing and public relations efforts, this outreach has positioned Tri-C as a thought leader in student success strategies, workforce development and economic and social mobility. The result is greater awareness of Tri-C's programs and services and new partnerships and collaborations that will allow us to develop more opportunities for students and the community.

We imagine a future in which every citizen, regardless of where they live, is educated and supported to enter a career where they can earn what they need to care for their family; a future in which their children can grow and prosper here in Northeast Ohio.



Dr. Laura Bloomberg, president, Cleveland State University and Dr. Baston

K-12 and university partnerships

To address the region's skills gap in current and future jobs requiring post-secondary education, we need to create more seamless transitions from K-12 to Tri-C to four-year institutions and maximize academic and financial support to ensure successful enrollment.

To that end, we created an associate vice president position to lead the design and implementation of a new infrastructure for College Credit Plus and improve efforts to strengthen and create new partnerships with local public and private high schools. This position will work closely with Eric Gordon, the new senior vice president of Student Development and Education Pipeline.

We have also reinvigorated the High Tech Academy (HTA), a decade-long partnership with the Cleveland Metropolitan School District that allows HTA students to take courses at their high school in the morning and attend college classes at Tri-C's Metro Campus in the afternoon — earning college credit while working toward their high school diploma.

Tri-C and Cleveland State University have a long history of partnering for the betterment of our community. This year, CSU President Laura Bloomberg, Ph.D., and I embarked upon a new level of engagement. The leadership teams of our two institutions have been working together to jointly address barriers to entry and strengthen program alignment and career pathways between our organizations.

Expanded community partnerships

A series of meetings with the President and CEO of MetroHealth, Dr. Airica Steed, launched discussions with the leadership teams of both of our organizations to create new health care educational opportunities.

We worked with the Association of Federal, State, County and Municipal Employees (AFSCME) to develop an employee tuition program for AFSCME members nationwide.

The partnership between the College and the Greater Cleveland Regional Transit Authority (GCRTA) has grown with the help of General Manager and CEO India L. Birdsong Terry. RTA donated two motor coaches to the College to give trainees in commercial driver's license (CDL) courses hands-on experience operating real-world vehicles.

The College hosted the Public Safety Center of Excellence Showcase as part of the Ohio Means Jobs (OMJ) In-Demand Week. Over 70 high school students and their teachers explored the Public Safety facilities and participated in hands-on demonstrations. County Executive Chris Ronayne and executives from OMJ also attended.



Dr. Baston and Dr. Airica Steed, MetroHealth president and CEO



India Birdsong Terry, GCRTA general manager and CEO



Gov. Mike DeWine and Dr. Baston

Scaled regional impact

Throughout the year, the College engages with industry leaders and other critical partners to gather insights and tell the Tri-C story.

The WCED Board of Visitors, an advisory group of business and civic leaders representing a cross-section of industry in Northeast Ohio, continues to advise the College on issues relating to workforce development strategy, training and talent development, economic impact, community engagement and partnerships, and meeting the needs of businesses, while serving as public advocates for the College.

Additionally, briefings with elected officials throughout the year demonstrated how Tri-C prepares its constituents for good jobs. Visiting dignitaries included Gov. Mike DeWine, Sen. Sherrod Brown, Congresswoman Shontel Brown, Congressman Max Miller, Cleveland Mayor Justin Bibb, Cuyahoga County Executive Chris Ronayne, Cuyahoga County Council President Pernel Jones Jr., Cleveland City Council President Blaine Griffin and Ohio's Chancellor of Higher Education Randy Gardner. Tri-C also hosted the Cuyahoga County Mayors and Managers Association monthly meeting.

The Fire Training Academy annually hosts fire chiefs from Northeast Ohio to strengthen our partnership and understand the needs of the fire service community.

\$50,000,000

Cuyahoga
Community
College



Goal 5 **Resourcing Success**





Every student in every program in every zip code will have a high-quality, intentionally designed educational experience that ensures they have the skills to succeed.

We continue to explore new opportunities to seek support for our students and provide them with the wraparound services they need to begin and complete a degree or workforce program.

Tri-C's Resource Development and Foundation team secured \$26.2 million in FY23, including six seven-figure gifts. A record \$5 million in scholarships was awarded to students, removing barriers to life-changing education and training.

The Skills to Succeed Campaign concluded seven months early on June 30, 2023, surpassing its \$50 million goal, with \$58 million raised to support student success. It led to 16 new endowed funds and attracted over 300 new donors — more than half of whom were Tri-C alumni, a group whose engagement continues to grow.

Since launching in July 2019, the Skills to Succeed Campaign has enabled Tri-C to:

- Award \$16 million in scholarships to 14,000 students
- Double annual scholarship support for diverse populations and nondegree workforce students
- Open three new campus Food Pantries with more than 8,500 visits last year alone
- Support K-12 programs that reached 76,000 youths
- Offer more than 59,000 work-based learning experiences for students
- Award more than 42,000 certificates and credentials in high-demand fields

Grant funding opportunities

Tri-C's Resource Development and Foundation team secured 105 grants for College priorities totaling \$17 million, with a focus on increasing support for students pursuing workforce certificates and credentials. Tri-C's workforce division received \$7 million in grant funding to support student success, barrier removal and priority projects.

To enhance our ability to identify and manage additional grants, we launched a search for a Collegewide director of grants management. This position will work closely with the Resource Development and Foundation team to evaluate grant opportunities to address College, student or community issues.



Regional funding collaborations

In collaboration with the Foundation, our workforce division participated in the Regional Funding Hub Talent Initiatives Working Group led by the Greater Cleveland Partnership. This working group evaluates new funding opportunities and the partnerships necessary for their success.

Tri-C led a successful Department of Labor proposal to support nursing student completion and success. Partners included hospital systems (including the Cleveland Clinic, MetroHealth and University Hospitals), community colleges (such as Lakeland, Lorain and Stark) and other regional stakeholders in nursing education and workforce development.

Tri-C partnered with higher education institutions to secure support from the National Science Foundation and the U.S. Department of Labor for its IT Center of Excellence initiatives and from the U.S. Department of Defense for STEM educational enhancements to support advanced manufacturing pipeline development.



FY23 Awards and Recognitions

Cuyahoga Community College:

- Declared “Triple Crown” winner by the Government Finance Officers Association (GFOA), with multiple awards for financial reporting:
 - GFOA Certificate of Achievement for Excellence in Financial Reporting for the 14th consecutive year
 - GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting for the 14th consecutive year
 - GFOA Distinguished Budget Presentation Award for the 14th consecutive year
- Received the NorthCoast 99 award for the 17th time, recognizing the College as a best workplace for top talent
- Recognized as a “Great College to Work For” by Modern Think LLC in partnership with *The Chronicle of Higher Education*
- Distinguished Best in Class Award and Hall of Fame Award for Board Diversity (Large Nonprofit/Government/Public) by the Greater Cleveland Partnership Commission on Economic Inclusion
- *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
- Received the Heart Award at The City Mission’s inaugural gala, which recognizes an individual, corporation or organization that has made a significant impact on The City Mission’s work, providing help and hope for those served by the organization
- Recognized with six District 3 Medallion awards and four National Paragon awards from the National Council for Marketing and Public Relations
- Earned third consecutive national designation as a Voter Friendly Campus
- Selected as a College for the First Scholars Network of Institutions by the Center for First-generation Student Success
- One of 11 organizations nationally to receive 2022 Students Learn Students Vote Award for make voting easier, more accessible and equitable for higher education students
- Delta Alpha Lambda Chapter Humanitarian Achievement Award for commitment to the Greater Cleveland region and support of the African American community and students
- 2022 Stefanski Community Impact Award from University Settlement for service and commitment to the Broadway-Slavic Village neighborhoods

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

- Named to *Crain’s Cleveland Business* Power 150
- Blacks in Management: Excellence in Leadership Award
- Cleveland Chapter of the Southern Christian Leadership Conference: Educator of the Year 2023
- Who’s Who in Black Cleveland Award



Thank you

Just over a year ago, we embarked on a journey together. Our mission was to take an extraordinary institution that was emerging from an unprecedented time and make it even better. I'm proud of the significant accomplishments — outlined in this report — that we've made in the past year.

But we have only scratched the surface of what we can accomplish together.

For 60 years, Tri-C has endured its share of tests, constantly evolving to remain a beacon of light and hope to the community.

I am thankful to my predecessors, who faced and met the challenges of social unrest, economic decline, technological revolution, regional reinvention and, most recently, a global pandemic. It is my duty to build upon their legacies and move this vanguard institution forward.

Each step we have taken in the past year has advanced us along the continuum toward a stronger, more accessible and more equitable institution.

As a candidate for this position, I made three promises:

To build a more effective community college, providing greater clarity around career pathways and transitioning to an academic community model to ensure better student outcomes.

To expand the reach and influence of our College, aligning our capabilities with the needs of Northeast Ohio's residents and businesses while strengthening our corporate and community partnerships along the way.

To commit to properly purposed leadership, demonstrating our core values in our actions and advancing Tri-C's ongoing mission to provide access to high-quality education for all of Northeast Ohio.

In my inaugural address, I added a fourth promise, which I hope will be my legacy: A commitment to post-college success for every student, in every program, in every zip code. Regardless of where a student comes from, what their means are or what area of study they pursue, we will work tirelessly to give them a pathway to success, a degree or certificate, and a better life.

At the close of my first year, I am confident that we will achieve all this and much more.

I want to thank our Board of Trustees for their passionate and diligent stewardship. I would also like to thank my leadership team and the College's faculty, staff and students for their unwavering support and commitment. Thank you for the trust you have placed in me to lead this institution. I am honored and grateful to be in partnership with all of you.

We have made great strides in the past year, but the work is just beginning. I am thrilled and honored to continue this journey with all of you. I cannot wait to see what the coming year brings.

Sincerely,



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

