

# One College 3.0

FISCAL YEAR 2024 | APPROVED BUDGET BOOK | MAY 2023

Cuyahoga  
Community  
College



**Michael Baston, J.D., Ed.D.**

District Administrative Offices  
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[www.tri-c.edu](http://www.tri-c.edu)

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Where futures begin<sup>SM</sup>

May 25, 2023

To the Board of Trustees:

We are pleased to present the annual budget for Cuyahoga Community College (Tri-C<sup>®</sup>) for the fiscal year ending June 30, 2024. The key to our ability to support high-quality, affordable educational and workforce training opportunities is our award-winning budget process, which has been recognized by the Government Finance Officers Association since 2008.

For 60 years, Tri-C has brought great value to Northeast Ohio, transforming the lives of nearly one million students and community members. As Ohio's most affordable institution of higher education, Tri-C continues to provide access to education for countless learners who are seeking opportunities to better their lives and the lives of their families.

To continue to be a transformational organization, however, we must have absolute clarity about who we are, where we are and how we will evolve to benefit our students and the community in the years to come. This requires us to continuously assess our operations and initiatives, address what's not working and have the flexibility to quickly adapt our plans as changes occur in the world around us. Therefore, as we move forward in the post-pandemic "now normal," our work will be guided by three fundamental principles:

- **Values Centered**

Tri-C will be consciously committed to diversity, integrity, academic excellence, the achievement of individual and institutional goals and inclusive prosperity. We will dedicate ourselves to building trust, respect and confidence among our colleagues, students and the community.

- **Student Focused**

All decisions will be evaluated through a "student-first" lens, considering the potential impact on student equity, the student experience, student success and to ensure opportunity for all.

- **Purpose Driven**

As the community's college, Tri-C will be a catalyst for change in Northeast Ohio. We will create more vibrant communities by moving people from economic fragility to economic mobility through education and training for in-demand, well-paying jobs. We will drive economic growth by partnering with businesses and industries to design programs that will develop the skilled workforce needed to fuel current businesses and attract new ones.

These fundamental principles will help to ensure all who attend Tri-C will be on a pathway to a credential of value that supports their career and economic aspirations and aligns with our

region's economic development goals. They will also provide our stakeholders with enhanced awareness of the value of a Tri-C education and the return on investment for our students and communities through our collective successes.

Also key to our institution's success is the development and implementation of a budget that ensures a sound fiscal environment. For FY24, the budget contains the following major assumptions:

- A slight 0.4% increase in credit enrollment
- A 2.5% reduction in State Share of Instruction (SSI)
- Calendar year 2023 property taxes increasing slightly due to increases in assessed valuations
- Continued funding of a Budget Stabilization Fund to insulate the College from unanticipated changes in revenues and/or expenditure

We extend our sincere thanks to the Board for its leadership as we developed the FY24 budget; to our taxpayers for their continued support of Tri-C; and to our dedicated faculty, staff and students who truly make Tri-C the place where futures begin.

Sincerely,



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



David Kuntz, CPA  
Executive Vice President/Treasurer

**CUYAHOGA COMMUNITY COLLEGE**  
**PRESIDENT AND BOARD OF TRUSTEES**



**Michael A. Baston,**  
**Ed.D., J.D.**  
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Term ends 01-16-25



**Ann Frangos**  
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Term ends 10-12-23



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Term ends 06-22-26



**Alan Rosskamm**  
County Executive Appointment  
Term ends 1-17-27



**Victor A. Ruiz**  
County Executive Appointment  
Term ends 01-17-27



**Robert C. Smith**  
Governor Appointment  
Term ends 10-12-27

## COLLEGE MISSION, VISION AND VALUES

### 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.

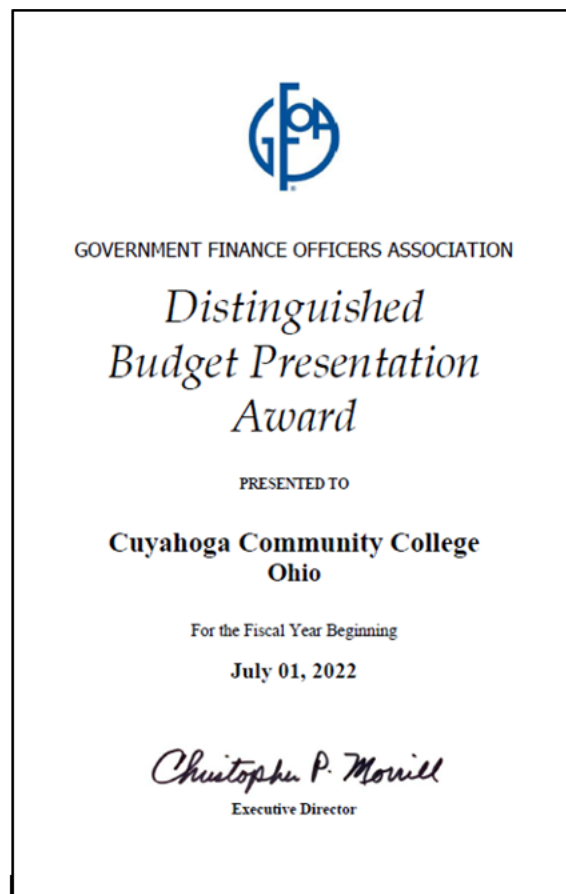


## GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

The College received the GFOA Distinguished Budget Presentation Award for its annual budgets for the fiscal years 2009-2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan and communications device.

Beginning in FY18, the Distinguished Budget Presentation Award was replaced with the Award for Best Practices in Community College Budgeting. The budgeting process advocated for by the Best Practices in Community College Budgeting was focused on optimizing student achievement within available resources. It encompassed a complete cycle for long-term financial planning and budgeting, including planning the budget process, developing a budget, evaluating how the budget process worked and adjusting accordingly. Throughout this cycle, the community college's institutional goals serve as the overarching guide for decision-making and resource allocation. The College received the Award for Best Practices in Community College Budgeting for our FY18-FY20 budget book.

Beginning in FY21, the GFOA returned to the Distinguished Budget Presentation Award and presented the award to Tri-C for our FY21 through FY23 budget books. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.





# THE COMMUNITY AND THE COLLEGE

Cuyahoga Community College’s commitment to high quality, accessible, and affordable education—with an emphasis on student success and completion and a commitment to continuous improvement—is reflected in its mission, vision, and values. The impact of achieving the mission, vision and values is seen all around the community. The following section provides an overview of the community and the College.

## The Community

Tri-C is centrally located in Northeast Ohio to serve the populations of Cuyahoga, Geauga, Lake, Lorain, Medina, Portage and Summit counties. The largest metropolitan area in Ohio is the Cleveland-Elyria metro area of Cuyahoga, Geauga, Lake, Lorain and Medina counties with a population exceeding two million.

Influencing factors to Northeast Ohio include a shift from traditional “rust belt” manufacturing jobs to careers in health care, education, leisure, hospitality and other high-growth sectors, as well as a continued population decline of -2.2% from 2010 to 2021 (USAFacts, July 2022).

Northeast Ohio is one of the nation’s largest industrial and consumer markets, taking advantage of its central location with access to inland waterways and railroads. In 2019 and 2020, a leading real estate development magazine ranked Ohio first in the nation for new economic development projects. U.S. News & World Report ranked Ohio as the sixth state for opportunity. Ohio is within 600 miles of approximately 59% of U.S. and Canadian populations. Manufacturing is the largest of Ohio’s sectors based on GDP. However, it’s anticipated the majority of all job growth between 2018 and 2025 will come from service-producing sectors.

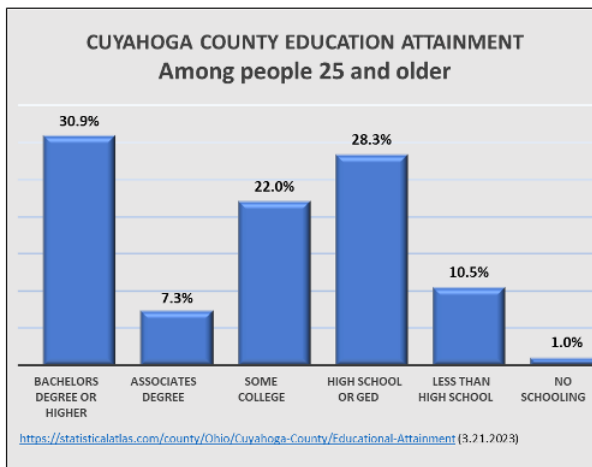
Northeast Ohio is home to nine of Ohio’s 25 Fortune 500 companies. Northeast Ohio is a leader in new technology and a major center for biomedical and biotechnological developments. It is also home to some of the finest medical institutions in the country, including the world-renowned Cleveland Clinic, the University Hospitals Health System and the Global Center for Health Innovation. Ohio accounts for 2.9% of U.S. exports and is the seventh largest exporting state, consistently ranking as one of the top 10 exporting states in the nation.

CORPORATIONS HEADQUARTERED IN NORTHEAST OHIO AMONG TOP FORTUNE 500 LIST			
2022 RANK	COMPANY	REVENUE (BILLIONS)	PRODUCT
79	PROGRESSIVE	\$ 47.7	INSURANCE: PROPERTY AND CASUALTY
171	CLEVELAND-CLIFFS	\$ 20.4	METALS
175	SHERWIN-WILLIAMS	\$ 19.9	CHEMICALS
209	GOODYEAR TIRE & RUBBER	\$ 17.5	MOTOR VEHICLE PARTS
253	PARKER-HANNIFIN	\$ 14.3	INDUSTRIAL MACHINERY
343	FIRSTENERGY	\$ 10.8	UTILITIES: GAS AND ELECTRIC
426	J.M. SMUCKER	\$ 8.0	FOOD CONSUMER PRODUCTS
449	KEYCORP	\$ 7.6	COMMERCIAL BANKS
461	TRAVELCENTERS OF AMERICA	\$ 7.3	SPECIALTY

Source: [www.craincleveland.com/scott-suttell-blog/5-fortune-500-call-ohio-home](http://www.craincleveland.com/scott-suttell-blog/5-fortune-500-call-ohio-home)

Northeast Ohio has the fifth-largest concentration of medical facilities in the U.S. and is home to large, nationally recognized health care, medical education, medical research and medical technology institutions. The Cleveland metropolitan area is served by over 50 hospitals, many of which are affiliated with medical schools such as the Case Western Reserve University School of Medicine. Health care is a major industry in the area and one of the College’s distinctive features is its wide array of health career programs to address the needs of this industry. Tri-C is a leader in health careers education, offering more than 30 world-class programs including dental hygiene, emergency medical services, optical technology, radiography and nursing. The College ranks 10th in the nation in conferring associate degrees in health professions and related sciences.

Northeast Ohio has multiple top-ranked park systems in the nation and is a regional center for the performing and visual arts. It boasts the fourth-largest concentration of museums, theaters and concert halls in the U.S. and the largest theater restoration project in the world. Northeast Ohio is home to some of the most famous and prestigious art and historic institutions in the world including the Cleveland Orchestra, the Cleveland Museum of Art, the Museum of Contemporary Art, the Rock and Roll Hall of Fame and Museum, the Great Lakes Science Center and Playhouse Square. Playhouse Square is the second-largest performing arts center in the country and attracts over one million visitors annually, stimulating economic growth.



Northeast Ohio is an ethnically diverse area with distinctive demographic and economic factors that influence the College’s mission and strategies to provide postsecondary education to a wide range of students in both suburban and urban environments, from those in need of developmental education to honors students.

The Cleveland Metropolitan School District (CMSD) is the third-largest school district in Ohio, and the class of 2022 four-year graduation rate was 74.3%. CMSD is reported overall as the highest performing and scored four stars for the child poverty gap-closing of Ohio’s eight urban systems. CMSD alone accounts for approximately 10% of Tri-C’s enrollment. Approximately, 50% of Cuyahoga County residents over the age of 25 have a high school diploma but less than an associate degree.

## The College

Tri-C opened in September 1963 and is Ohio's oldest and largest community college. Collegewide operations include over 3.4 million square feet of building space and over 540 acres of grounds. Over its 60-year history, Tri-C has provided high-quality, affordable education and programs to the community. It now serves more than 44,000 credit and noncredit students annually at four traditional campuses — Eastern, Western, Metropolitan and Westshore. In addition, the College operates multiple other locations, including Corporate College® East and Corporate College® West, the Manufacturing Technology Center, the KeyBank Public Safety Training Center, the Hospitality Management Center at Public Square, the Brunswick University Center, the Advanced Technology Training Center, the Transportation Innovation Center, the District Administrative Services office, the Jerry Sue Thornton Center and numerous other off-campus sites. The College has also become a leader in distance learning, providing over 700 courses taught via online and hybrid modalities.

### Cuyahoga Community College Locations



The four traditional College campuses are strategically placed throughout the county to be convenient and accessible for our students and the community. The Metropolitan Campus is located in downtown Cleveland and opened in 1969. Some highlighted programs include the Creative Arts Center of Excellence and the Electrical/Electronic Engineering Technology program. The Western Campus opened in 1966 in the former Crile Veterans Hospital in Parma, and was eventually replaced in 1975 with a six-building interconnected complex. Western Campus includes the Advanced Automotive

Technology Center, the Public Safety Center of Excellence, the Nursing Center of Excellence and the new Science, Technology, Engineering and Mathematics (STEM) Center. In addition, Western Campus offers the Teacher Education and Conflict Resolution programs among many others. Opened in 1971, the Eastern Campus in Highland Hills houses the IT Center of Excellence, Massage Therapy, Interior Design, Plant Science and Landscape Technology, as well as many other programs. The Westshore Campus in Westlake opened in 2011 and houses the Hospitality Management Center of Excellence and Medical Assisting program. The Westshore Campus expanded its footprint and opened an 89,000 square foot building in fall 2019 consisting of offices, student spaces, facilities operations, and classrooms.

Cuyahoga Community College, Ohio’s largest community college and one of the largest institutions of higher education in the state, offers associate degrees, certificate programs, and the first two years of a baccalaureate degree. Students can choose from a multitude of credit courses in more than 200 career and technical programs and liberal arts curricula. It offers 90 technical programs and more than 30 health career programs. More than 4,300 degrees and certificates were awarded through Tri-C in academic year 2020-2021, keeping our region’s economy strong.

Cuyahoga Community College offers Northeast Ohio residents top quality education and flexible learning options at the lowest tuition in the state of Ohio. The College also supports the Northeast Ohio economy by generating spending and sustaining jobs.

Tri-C is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools, which permits the College to award the Associate of Arts, Associate of Science, Associate of Applied Science, Associate of Applied Business, and Associate of Technical Study degrees to students who complete the coursework. The College also grants credit and noncredit short-term certificates, certificates of proficiency, and post-degree professional certificates. Tri-C has chosen to participate in the Open Pathway, one of three options to maintain accreditation through the Higher Learning Commission. The College was reaccredited by the North Central Association of Colleges and Schools in 2018.

The College is a member of the League for Innovation in the Community College, which is an international nonprofit organization committed to improving community colleges through innovation, experimentation, and institutional transformation. In 2005, the College was selected to be a part of Achieving the Dream (ATD), a national multiyear initiative created to help more community college

students succeed in their educational goals. Results of the ATD initiatives have been tracked over the life of the program, and students in the ATD cohorts experience higher levels of student success as measured by retention rate, credits earned and grade point average. In 2019, the College received national recognition from ATD as a member of the first cohort earning Leader College of Distinction status for achieving higher student outcomes and narrowing equity gaps. The College was one of eleven community colleges across the country – and one of three in Ohio – to receive this honor. After the ATD program

Student Demographics		
FTE By Race/Ethnicity	Spring 2023	% of Total
American Indian/Alaskan Native	20	0.3%
Black (Non-Hispanic)	1,866	23.8%
Asian/Pacific Island/Indian Subcn	327	4.2%
Hispanic (Mex, PR, Cuban, other SP)	676	8.7%
Caucasian (White or Non-Hispanic)	4,283	55.0%
More than One Race	270	3.5%
Unknown	351	4.5%
<b>Total</b>	<b>7,793</b>	<b>100.0</b>
As of Feb. 21, 2023		



funding concluded, Tri-C continued to be a leader in student success and developmental education through its receipt of ATD Developmental Education Initiative funding from the Bill and Melinda Gates Foundation. This program, administered through the state and the Ohio Association of Community Colleges, provides assistance for the five ATD Ohio colleges to work with the remainder of the 23 community colleges in Ohio to promote student success and completion on a statewide level.

The College has been recognized as an Aspen Prize Top 150 Community College based on high achievement and performance in student outcomes. The Aspen Institute College Excellence Program selected Tri-C for the biennial honor, regarded as the nation's signature recognition for community colleges. Selection was based on student outcomes that include learning, completion rates, employment rates, earnings and equity. The Aspen Institute reviewed data from a pool of nearly 1,000 public two-year colleges. The Aspen Prize Top 150 represents institutions in 33 states, and Tri-C is the only Ohio college to be selected.



In addition to providing quality, accessible and affordable education to the residents of Northeast Ohio, the College engages the community by offering a variety of cultural, community, and sports programs each year. The College is home to Tri-C JazzFest Cleveland, the nation's premier educational jazz festival, celebrating its 43rd year in 2022. The College partners with local organizations and groups to host popular cultural arts programs at Playhouse Square, campus theaters, and other sites in the county.



The College strives for continuous improvement and innovation as evidenced by the accreditations received, advancement of programs, and collaborative engagements formed throughout its history. The culture of Tri-C encourages employees to make an impact on individuals as well as their community. Tri-C employees are committed to improving service, increasing accountability, and delivering high-quality results. The county and state are enriched by the College's educated professionals who graduate and remain in the area, the access to community cultural and athletic events, and the College's stable working environment for its employees. The College was recognized by Employers Resource Council (ERC) as one

of Northeast Ohio's 99 best places to work in 2021. This is the 15th time the College has received the NorthCoast 99 award.

## College Financial Policy and Procedure Overview

Tri-C currently has 120 policies and procedures governing all aspects of the College, including Board Governance; Finance and Business Services; Access, Learning and Success; Human Resources; Office of Institutional Equity; and Administration. The policies provide governance for operations, the Board, employees, students and public activities to ensure sound practices that meet legal, fiscal and safety standards. The following section provides an overview of the financial, investment, debt, procurement, unrestricted fund reserve, asset management, funding new initiatives, planning and achievement and operations policies. All policies can be viewed on the College's public website at [tri-c.edu/policies-and-procedures](http://tri-c.edu/policies-and-procedures). Additionally, policies used to govern financial operations and execute decisions are summarized below.

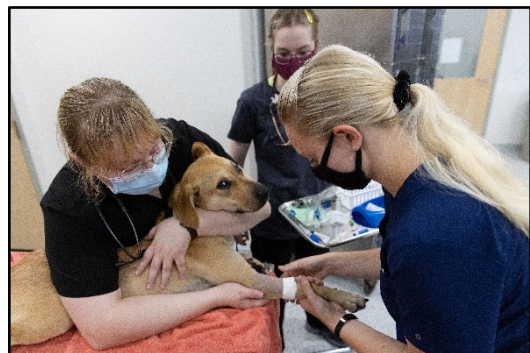
### Financial Policy

The financial policy governs the annual budget; five-year financial plan; fund receipt and disbursement; budget monitoring; investment of excess cash balances; resource development; annual financial audits; debt management; and fiscal management. The scope of the policy allows the College's management team to develop goals and incorporate them into the annual budget and long-range plan, thereby fulfilling the mission, vision and values of the College.

The management team reviews the activities of the College on a monthly basis. The review process includes analysis of revenue and expenditure variances, ensuring available cash balances are adequate to cover operating expenses, review of balance sheet activities and the preparation of financial statements and associated metrics from accounting system data. The accounts are reconciled on a monthly basis, and the Ohio Auditor of State or its designee audits the financial statements on an annual basis.

The Board is required to approve a five-year financial plan that forecasts all revenues and expenditures for the College and to appropriate all expenditures for the upcoming fiscal year.

The policy also establishes guidance for the Treasurer. The policy states excess cash should be invested based on the Ohio Revised Code; however, the specific guidance is governed by the College's investment policy. The Treasurer receives and disburses all funds at the direction of the Board. Finally, the Treasurer is authorized to develop and issue financial systems and processes under the direction of the Board and the President.



Another aspect of the College's broader financial policy is the governance of fees and refunds. The College is primarily supported by tax revenue from operating levies, although another source of revenue is tuition and fees. The Fees and Refunds Policy establishes guidelines for the collection of tuition and fees and their respective refunds, if warranted.

## **Investment Policy**

The investment policy governs the investment of excess cash, fund appropriation, the long-term pool and other investment activities. The scope of the policy establishes written treasury goals, the investment committee, investment advisors, asset allocation guidelines, investment manager guidelines and approved/prohibited types of investments. The manager's guidelines provide a framework to invest idle cash in investment options that minimize risk, comply with the Ohio Revised Code and maintain liquidity.

One of the primary guidelines is a minimum of 25% of the average amount of the College's investment portfolio over the course of the previous fiscal year must be invested in a specified minimal risk instrument in order to preserve and stimulate growth. Some aforementioned instruments are securities of the U.S. government or its agencies, the treasurer of state's pooled investment program, money market funds and certificates of deposit in any national bank located in Ohio. The balance of the portfolio can then be placed into long-term equity investment pools, which are reviewed regularly by the Board to determine the appropriate amount to remain in the fund.

The policy also outlines the responsibilities of the investment committee, which is made up of three voting Board members and up to two non-voting members with backgrounds in banking and finance, accounting and community financial or investment experts. The investment committee is required to review and revise, if necessary, the investment policy on at least a quarterly basis while providing the Board with investment recommendations. By providing investment guidelines for asset investment and liquidity and risk controls, the policy fosters effective communication between organizational units and provides a framework for a prudent investment process which ensures the College is minimizing risk, adhering to applicable regulations and monitoring the performance of the investable assets.

## **Debt Procedure**

The debt procedure governs the issuance of debt to achieve the mission, vision and values of the College. The scope of the procedure provides the types of debt, use of funds, required analysis and metric thresholds and the legal authority to issue debt. The procedure defines how management can issue debt to achieve objectives and goals outlined in the strategic or Ten-year Collegewide Academic and Facilities Master Plan. Before the College can issue debt, a management team must evaluate the forecasted impact on the College's operating cash flow and consider the current debt service, the economic environment and the forecasted sources of revenues and expenditures.

## **Procurement Policy**

The procurement policy governs the purchase, lease, or other acquisition or use of ownership rights to goods, services, real estate, or works of improvement. The scope of the policy identifies sound business practices, the authority to procure and compliance with applicable laws. The College's policy ensures prompt acquisition, payment and adherence to market pricing for many operational and capital activities. In addition to the procurement policy, the College also has a procurement procedure which establishes the quotation process, lists designees authorized to enter into procurement agreements and specifies the required Board approval. Some areas of governance are:

- Only the Treasurer and designees are authorized to enter into specific procurement agreements on behalf of the College

- All contracts for works of improvement of \$200,000 or more, contracts of \$200,000 or more that span one or more fiscal years, all revenue contracts of \$200,000 or more and all contracts for the sale or purchase of real estate require Board approval
- Goods, services and works of improvement costing less than \$10,000 may be procured outright or through a request for proposal (RFP), request for quotation (RFQ), or bid process
- Goods, services and works of improvement costing \$10,000 or more but less than \$100,000 may be procured with two written quotes or through a RFP, RFQ, or bid process
- Goods, services and works of improvement costing \$100,000 or more must be procured with an RFP or bid process
- Revenue agreements, with a few exceptions, in an amount less than \$100,000 may be procured outright and revenue agreements for \$100,000 or more must be procured through an RFP
- Works of improvement costing \$200,000 or more shall be sought through public sealed bids and follow statutory requirements
- The College may take full advantage of contracts let in a competitive and open bidding process by the state of Ohio, the federal government and/or a recognized local, regional or national group purchasing organization without the requirement for the College to conduct its own RFP

The combined guidance in the procurement policy and procurement procedure ensure the College's procurement activities are managed in an efficient, fiduciary and legal manner.

### **Unrestricted Fund Reserve Policy**

The unrestricted fund reserve policy establishes the level of unrestricted fund balance the College should consider setting aside. Unrestricted fund reserves provide stability and flexibility to respond to unexpected adversity and/or opportunities, and the College shall maintain an unrestricted budgetary fund balance of no less than two months of regular general fund operating expenditures.

It is the intent of the College to limit use of unrestricted fund reserves to address unanticipated, non-recurring needs that cannot be funded with other available sources. The policy also establishes that if unrestricted fund reserves fall below the established threshold, the College shall seek to replenish the reserves through year-end surpluses or other means.

### **Asset Management Policy**



The asset management policy provides guidelines on ensuring that new assets are properly evaluated prior to investment and that existing assets are adequately maintained. It outlines that at a minimum, management shall consider total investment costs as well as how annual operating and maintenance expenses will affect the College's overall financial health. Management should ensure adequate resources are allocated to maintain all assets and facilities at a level that protects

capital investments and minimizes future maintenance and replacement costs. This policy also stipulates that the College should maintain an inventory of maintenance needs and may set aside monies to satisfy those needs in the annual budget.



### **Funding New Initiatives Policy**

The funding new initiatives policy encourages the College to set aside monies within the budget to be used for student success initiatives. This policy addresses piloting new initiatives and assessing the effectiveness of the new initiatives. After the pilot period, the College should decide to either discontinue the initiative, continue the pilot for further study, or move beyond the pilot to full implementation. The policy is intended to show the College's commitment to new initiatives and finding innovative ways to improve student outcomes.

### **Planning and Achievement Policy**

The planning and achievement policy governs the establishment of goals in accordance with the mission, vision and values of the College. The scope of the policy defines the mission, vision and values, requires a strategic plan and requires policies and procedures to direct day-to-day activities. The policy is intended for the Board to create fiduciary responsibilities, establish sound business practices and requires adherence to the mission, vision and values in order to serve the community.

The Board holds the authority to operate the College but delegates some of the responsibilities to the President through policies. Additionally, the President must report the College's annual goals to the Board.

### **Operations Policy**

The operations policy governs the use of College facilities and assets. The scope of the policy includes college and non-college activities as well as the use and disposal of college assets. The policy is intended to protect the College's assets, employees and students.

The policy governs the part of the College's revenue derived from auxiliary operations, which include rental of College facilities for non-College functions, site/event parking and vendor activities. The policy establishes guidelines to evaluate the costs associated with non-College activities and requires fees to be priced accordingly so as not to adversely affect the College's operations.

Additionally, the policy protects students and employees by establishing codes of conduct for external vendors on campus, posting and distributing materials and soliciting, canvassing or selling at College locations.

### **Flexible Work Schedule Procedure**

The College believes in cultivating a progressive work culture, which supports employees in their work-life balance to encourage creativity, productivity and commitment to the organization. As such, in September 2021, the College adopted a flexible work schedule procedure which is a part of the College work-life program that allows employees and departments some flexibility in defining when and where an employee's work is completed. Under the procedure, full-time employees in good standing may request alternative hours, a compressed work week and/or remote work.

### **Policy and Procedure Updates**

The College did not make any material changes to the aforementioned policies and procedures for the upcoming fiscal year. In the annual review of all policies and procedures, the College looks for areas of improvement based on environmental and functional needs. The College may develop additional policies or procedures to ensure legal compliance, community awareness and student and employee safety.

## Policy Conclusion

Each respective policy provides guidance to the College's management team in order to fulfill the mission, vision and values of the College. The financial and operational policies guide the management team to meet their fiduciary responsibilities while providing a safe learning environment for students and the community. The AL&S policies provide guidelines for the College to maintain academic standards for students, to develop and retain faculty and to establish the student code of conduct. All

of the College's policies and procedures are reviewed on a periodic basis to ensure compliance with academic, financial, operational and community standards, allowing the management team to develop additional policies and procedures as necessary.



## College Degrees and Certifications Overview

Tri-C offers five associate degrees: Associate of Arts, Associate of Science, Associate of Applied Business, Associate of Applied Science and Associate of Technical Studies. The College is fully accredited by the Higher Learning Commission, a Commission of the North Central Association of Colleges and Schools. The College received its most recent reaffirmation of accreditation in 2018. In addition, a number of the College's career programs are accredited or approved by appropriate specialized associations or agencies.

The College offers 88 technical programs leading to an associate degree. Of these programs, 61 lead to an Associate of Applied Science and 26 lead to an Associate of Applied Business degree. Students can also complete a customized Associate of Technical Studies degree, which combines courses from two or more different technical programs that focus on a special career interest. Short-term professional certificates are offered in 42 program areas and 61 programs offer a one-year certificate of proficiency. The College also offers 11 post-degree professional certificate programs and a variety of noncredit courses, support services and special programs designed to meet the needs of a diverse student body and the community at large. In addition to the general Associate of Arts and Associate of Science programs, the College now offers seven discipline-specific Associate of Arts degrees and two discipline-specific Associate of Science degree.

### Associate of Arts (AA) and Associate of Science (AS) Degrees

The Associate of Arts and Associate of Science degree programs encompass studies that are the traditional starting points for work towards a baccalaureate degree. Studies in the arts and sciences are the classic approach for preparing students for life and its many challenges, using a broad education founded in history, literature, social sciences and natural and physical science. These curricula include a range of course offerings in liberal arts for all students at the College; students may enroll in a sequence of courses to earn either the AA or AS degree. The College also now offers several Associate of Arts and Associate of Science degrees in specific disciplines (American Sign Language, Anthropology, Business, English, Sociology, Theatre, Creative Arts, Biology and Chemistry). These are designed to transfer to a four-year program in the specified discipline.

### **Associate of Applied Business (AAB) Degree**

The Associate of Applied Business degree features program concentrations in the general areas of business technologies and public service technologies. Students must complete 60-65 credits, as defined by the selected degree program. In addition, students are expected to demonstrate proficiency in their career fields via a capstone project. Some programs also include practicum or field experience coursework to provide students the opportunity to practice and master skills for their chosen career in a real-world setting.

### **Associate of Applied Science (AAS) Degree**

The Associate of Applied Science degree features program concentrations in the general areas of health careers, engineering and industrial technologies, agricultural and natural resource technologies and applied industrial technologies. Students must complete 60-65 credits as defined by the selected degree program. In addition, students are expected to demonstrate proficiency in their career fields via a capstone project. Many programs also include clinical experience requiring students to work a set number of hours at a selected site to practice and master skills in their chosen career.

### **Associate of Technical Studies Degree (ATS)**

The Associate of Technical Studies Degree is awarded for successful completion of an individually planned technical education program designed to respond to a student's need for specialized technical education not currently available at a particular campus. An ATS degree contains an area of concentration formed by either:

<b>Cuyahoga Community College Degree Requirements</b>				
<b>Degree</b>	<b>1000 Level or Higher Semester Credits</b>	<b>Advanced Coursework</b>	<b>Minimum GPA</b>	<b>Minimum Tri-C Credits</b>
AA & AS	60	12	2.00	20
AAB	60-65	12	2.00	20
AAS	60-65	12	2.00	20
ATS	60	0	2.00	20

(A) an intra-institutional, interdisciplinary, but coherent combination of courses drawn from two or more technical programs offered by the awarding institution, designed to serve an occupational objective or (B) by credits awarded by the institution for courses completed or training received by a student at other postsecondary institutions, vocational centers and/or other educational enterprises judged by the institution to be of college level and with which the College has entered into an articulation agreement. Based upon the articulation agreement, the student may receive up to 30 transfer credits towards an ATS degree in the specific program identified in the agreement. For both options, students must complete an application for admission to the ATS Program.

### **Short-Term Certificate**

A Short-Term Certificate prepares students for entry-level positions in a specific career/employment situation. A Short-Term Certificate will be granted to students who satisfactorily complete 9-29 credits as defined by the certificate chosen. Some fields of study include Digital Design & Product Innovation, Emergency Medical Technician, Medical Billing, Film and Media Arts in Motion Graphics, Laboratory Phlebotomy and Welding Technology.

## One-Year Certificate of Proficiency

The One-Year Certificate of Proficiency prepares students for proficiency in an occupation field after the student successfully completes a prescribed education program. Some certificates include Massage Therapy, Business Management, Automotive Technology, Carpentry, Construction Tending & Hazardous Material Abatement, Drywall Finishing, Floorlaying, Glazing, Ironworking, Millwrighting, Operating Engineers, Painting, Paramedic, Pipefitting, Plumbing, Sheet Metal Working and Medical Assisting.

## Post-Degree Professional Certificate

The Post-Degree Professional Certificate is a high-quality program of instruction for those students who have already completed an academic degree and are pursuing additional certification in professional and technical fields. Students must complete an associate degree or higher from a regionally accredited

Cuyahoga Community College Certificate Requirements			
Certificate	Total Credits	Minimum GPA	Minimum Tri-C Credits
Short-Term Certificate	9-29	2.00	9
One-Year Proficiency	30-35	2.00	9
Post-Degree Professional	20-32	2.00	9

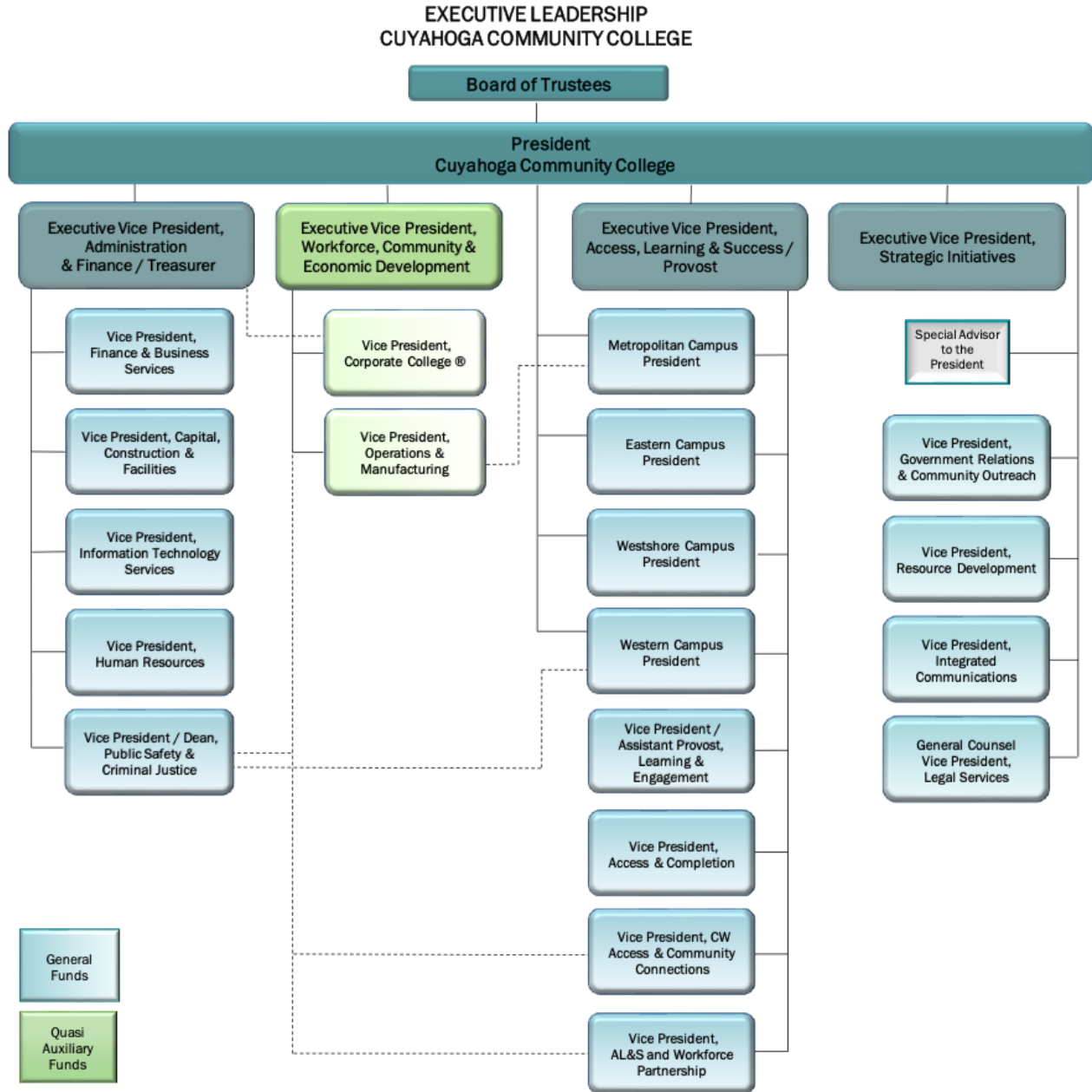
post-secondary institution, or an equivalent degree or diploma from a post-secondary program certified and accredited by a state or nationally certified and accredited board. Some Post-Degree Professional Certificates include Purchasing and Supply Management and Information Technology areas (Programming and Development).

## Articulation and Transfer

The Ohio Department of Higher Education (ODHE) has developed a statewide articulation and transfer policy to facilitate the movement of students and credits from one Ohio public college or university to another. The policy avoids duplication of course requirements and enhances a student's mobility throughout Ohio's higher education system. The policy also establishes the "Ohio Transfer 36" (OT36), a specific subset of an institution's general education requirements. Students who successfully complete the OT36 at one institution will be considered to have met the lower-level general education requirements of the receiving institution. It also establishes "Transfer Assurance Guides" that guarantee courses that are lower-level major courses and "Ohio Guaranteed Transfer Pathways" (OGTP) that provide statewide guaranteed transfer pathways from two-year to four-year degree programs in an equivalent field. Other transfer options at the College reflect the institution's commitment to flexibility in responding to diverse student needs and goals. These options include broad-based articulation agreements focused on guaranteed admission and junior year status, bachelor completion dual admission and enrollment agreements and program-specific transfer guides developed through a course-by-course review by each cooperating institution. Tri-C has 376 formal articulation and transfer agreements with both public and private four-year higher education institutions.

## Organizational Chart

The administrative direction of Tri-C has been delegated by the Board to the President and executive leadership. The executive leadership is appointed by the President and is subject to Board approval.

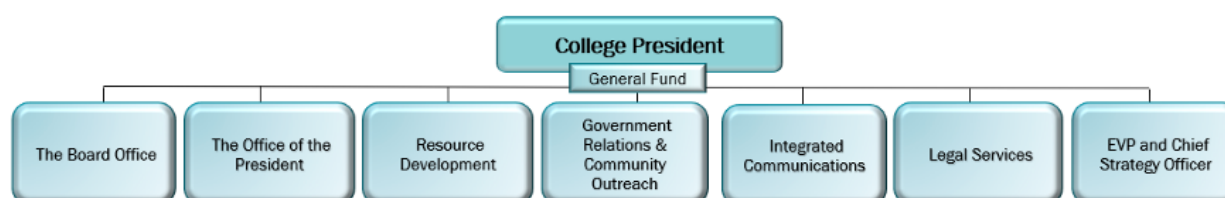


## Major Operating Unit Overview

Tri-C manages its operations by structuring the organizational units into four major operating units (MOU). This structure allows the College to centralize similar operations to gain synergies, effectively manage operations and promote the One College brand. The following overview provides the scope and contribution of each MOU to the continued success of the College. The College continuously reviews the structure within each MOU to determine if consolidation or reorganization of individual units might provide additional efficiencies or more successful modes of operation.

### The Office of the President

The Office of the President contains the leadership of the College, the support staff for the President and Board and the internal/external relationship and development areas of the College.

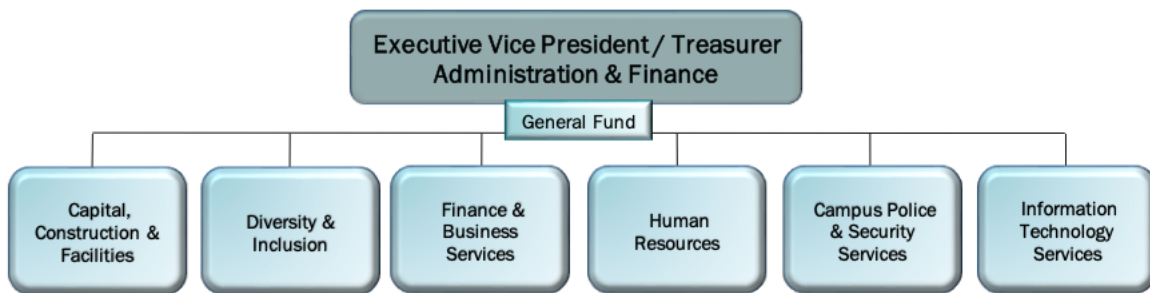


- **The Board Office** supports the Cuyahoga Community College District Board of Trustees. The Board consists of nine trustees who, in collaboration with the College President, fulfill the goals set forth in Tri-C's mission statement. The Board Office also organizes all official Board and Committee meetings and acts as a liaison between the College, Board and community.
- **The Office of the President** comprises the College President and support staff. The President provides Collegewide leadership and direction to fulfill the goals outlined in Tri-C's mission statement.
- **Resource Development** advances the institutional mission through fundraising activities that support scholarships and the development and enhancement of educational programs.
- **Government Relations and Community Outreach** provides Collegewide leadership and coordination for local, state and federal legislation and coordinates special events in the surrounding community.
- **Integrated Communications** provides comprehensive services and expertise in brand and reputation management, advertising, media and public relations, multimedia marketing, internal and external communications, social media and website strategy, writing and editing, graphic design and more to clients throughout the College.
- **The Office of Legal Services** represents the College in all legal matters, including the development of College policies and procedures and contract negotiations. This office is also the reporting unit for Institutional Equity, Compliance and Risk Management, Records Management, Audit & Advisory Services, Student Accessibility Services (compliance only) and the Office of the Ombudsmen, who together ensure compliance with state and federal laws including those relating to document retention and public records requests.

- **Executive Vice President (EVP) and Chief Strategy Officer** serves as a thought partner to the President and trusted advisor to the peers on the Executive Cabinet, the EVPs. The Chief Strategy Officer leads in establishing accountability measures and ensuring progress and fulfillment of mission-conscious strategic goals and initiatives with a particular focus on: advancing student success, improving the employee experience and deploying an innovative community engagement approach.

### Administration and Finance (A&F)

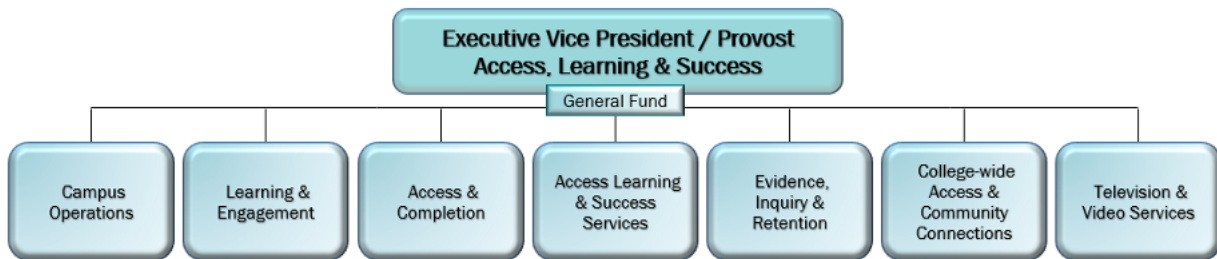
A&F provides executive leadership and oversight in the implementation of the College’s strategic operating plan in coordination with the College’s academic mission. A&F works closely with stakeholders Collegewide to provide support services to students, faculty and staff.



- **Capital, Construction and Facilities** include Capital and Construction, Plant Operations, Asset Management and the College Mailrooms.
- **Diversity and Inclusion** provides Collegewide leadership for diversity, equity and inclusion (DEI) efforts, including executive sponsorship and support for DEI professional development and engagement and student resource groups.
- **Finance and Business Services** includes the areas of Accounting and Financial Operations, Treasury Management, Supplier Managed Services, Campus Services and Retail Operations and Planning, Budget and Strategic Support.
- **Human Resources** provides services in the area of employee benefits, compensation, labor relations, workforce planning, health and wellness, and professional learning and development.
- **Campus Police and Security Services** are responsible for on-campus law enforcement and creating partnerships with local community organizations and safety forces.
- **Information Technology Services** guides the embedded base of information technology infrastructure at the College through supporting the offices of Project Management, Network Services, Data Operations, Enterprise Application Management, Safe and Secure Computing and Desktop Support.

## Access, Learning and Success (AL&S)

AL&S advances the College's mission by providing high quality, relevant academic programming that meets student and community needs. It also provides highly effective student support services and a flexible learning environment that helps the College's students succeed academically. AL&S is the College division ultimately responsible for all functions related to the delivery of credit-based education and related services across the College, including faculty administration. In addition to campus based operations, AL&S is also responsible for College-wide, centralized academic operations.



- **Campus Operations** serves students at locations throughout the county, including the Metropolitan, Eastern, Western and Westshore campuses and numerous off-campus sites. Campuses provide excellent learning environments with libraries, cultural centers, athletic fields and student services.
- **Learning and Engagement** is responsible for the development and review of curricula as well as course and programmatic outcomes. It is also responsible for providing the latest in curriculum and technology for online learning and academics as well as oversight of the program accreditation process and transfer/articulation agreements. This department provides strategic direction for faculty development and retention, as well as creating a supportive environment for faculty to work through a variety of professional development and programming activities. Learning and Engagement houses Online Learning and Academic Technology, which leads the College in planning, development and implementation of technology in support of teaching and learning. This area is responsible for supporting Collegewide initiatives including online learning, blended learning and other learning modalities as well as the application of technology to classroom-based learning.
- **Access and Completion** leads the College's Access efforts, which include Collegewide recruitment and conversion for potential students. Access and Completion also manages the enrollment and financial aid processes for students, continually working to identify barriers for students whether they are personal, financial, or academic. This department manages a variety of non-academic student support programs and processes, designed to provide resources and support to student needs beyond the classroom.

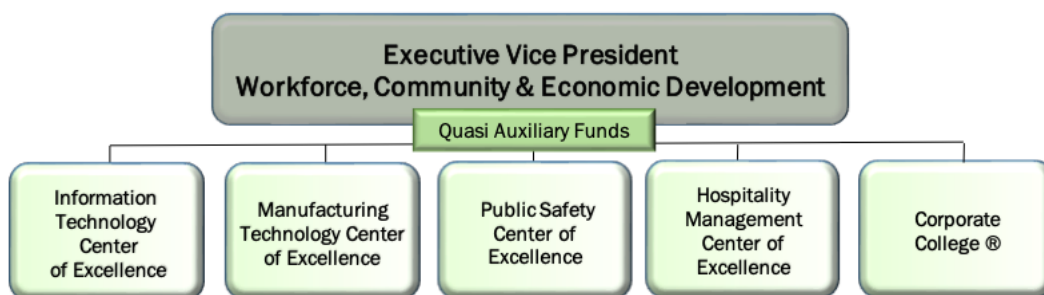




- **Access, Learning & Success Services** collaborates with all the departments within Access, Learning & Success. This department manages faculty processes such as workload, tenure, professional improvement leaves, emeritus and hiring as well as providing orientation and training in academic processes for deans and others throughout the College. Access, Learning & Success also leads the Collegewide efforts for our career centers, experiential learning opportunities, transfer centers and student internships.
- **Evidence, Inquiry and Retention** provides data and analyses in support of decision-making throughout the College. This office provides statistical data on a wide range of focus areas and generates the College’s official access reports and data in support of the College’s noncredit division of Workforce, Community and Economic Development. Evidence, Inquiry and Retention is also responsible for external reporting including the submission of subsidy-related data to the ODHE and enrollment and graduation data to the U.S. Department of Education as required by the Integrated Postsecondary Education Data System (IPEDS). Additionally, this department works closely with Access and Completion to improve the student experience and increase student retention, persistence and success rates.
- **Collegewide Access and Community Connections** creates new pipelines into the community and develops partnerships with nonprofits, faith-based organizations and other local organizations to connect learners of all ages with College services. This department leads the College’s K-12 outreach area, developing and implementing partnerships with area high schools and administering grant-funded programming for elementary and high school students. This organizational unit also administers federally funded educational opportunity programs. Additionally, Access and Community Connections services the College’s Access Centers and supports educational and workforce programming at these off-campus, partner locations.
- **Television and Video Services** provides the College with informational videos for academic and administrative departments, as well as production support services for live events. This area also provides equipment specifications, installation and maintenance of A/V equipment and systems. The department programs five cable channels, including Smart TV, and provides technical operation for Cable College.

**Workforce, Community and Economic Development Division (WCED)**

WCED will provide training opportunities and exposure leading to in-demand, industry-recognized credentials and economic mobility for students and the skilled workforce needed for business innovation. Collaboration with trusted partners will produce engaged residents and communities fueling a vibrant economy for Northeast Ohio.



- **Information Technology (IT) Center of Excellence** is a national leader in educating IT professionals, building on the existing legacy of esteemed IT faculty and nationally recognized IT workforce training programs that provide students with cutting-edge, hands-on training opportunities that allow them to attain national industry certifications. The IT Center of Excellence will leverage the strengths of existing academic offerings and workforce development training to optimize career and educational opportunities for younger students and working professionals. In addition, by converting unemployed and underemployed individuals into skilled professionals, the Center will provide qualified workers to help close the skills gap and fill the high demand for new talent in IT, Networking, Security and Cybersecurity arenas.
- **Manufacturing Technology Center of Excellence** serves as the nucleus for the College's approach to technical innovation, student academic achievement, talent preparation and industry solutions. The Center drives new and better-aligned curriculum, promoting student learning while also responding directly to industry needs. Students receive credentials with labor market value, elevating available employment opportunities. The Center features various fast-track training options designed to shorten the time to completion and better prepare students for their chosen fields. It features programs designed around systems integration. By focusing on training across disciplines and alignment of curriculum with industry needs, Tri-C ensures its students are well-prepared for success throughout their academic journey and as they transition from college to career.
- **Public Safety Center of Excellence** provides basic training in curricula clusters including: Criminal Justice, Captioning and Court Reporting, Emergency Medical Technology, Emergency Medical Dispatch Training, The Public Safety Drone Academy, Court Bailiff Academy, Fire Safety and Paralegal Studies. Advanced and contract training are available for local emergency response services in our communities. The KeyBank Public Safety Training Center, on the Western Campus, features specialized simulation areas that provide opportunities for realistic, hands-on skills training to prepare students for the real world and to promote success. Tri-C's academies train more emergency response professionals than any other academy in Ohio.



- **Hospitality Management Center of Excellence** is the region's premier educator of hospitality management professionals in the industry's three areas of concentration: Culinary Arts, Hotel/Destination/Event Management and Restaurant/Food Service Management. The Center's faculty has vast industry experience and effective instructional experience. Significant integrations with the area's top chefs, leading hotel professionals, and restaurant entrepreneurs keep programming and curriculum fully aligned with industry trends, changes and needs. Courses are available Collegewide on multiple campuses as well as at the Hospitality Management Center in the heart of the city's downtown entertainment district. The Center offers summer camps, workforce training, short-term certificates and accredited degrees, all supporting the rapidly growing need for trained hospitality professionals in Northeast Ohio. Graduates from the program gain critical knowledge of hospitality operations, competence in business practices and managerial decision-making skills as well as the communication skills and professional behaviors that support career success.

- **Corporate College®** provides customized training solutions and consulting services focusing on organizational effectiveness, quality and continuous improvement, information technology and health care solutions. It also provides Northeast Ohio with state-of-the-art meeting and conference space. Community Education, a segment of Corporate College, offers noncredit programs and courses for career development, personal enrichment and education. Classes provide education and information to lifelong learners of all ages. Community Education meets students “where they are” to help them enjoy their community college experience, as well as to meet their personal and professional goals. Corporate College also offers the Encore 55+ Learning program as a premier provider of education to individuals 55 and older. Recognizing the intellectual interests of this population, Tri-C offers on-campus, off-campus and virtual experiences.

## EXECUTIVE OVERVIEW

College leadership and management must continuously monitor the local and national economic environment using internal and external sources. In addition, as a levy funded school, county and local economic factors will influence the FY24 budget. Careful monitoring of economic conditions and detailed planning in response ensures the College can construct a budget tailored to its strategic goals and plans. In addition to other planning projects, the College’s planning documents include long-range financial plans, the Ten-Year Collegewide Academic and Facilities Master Plan, the academic plan and the annual budget.

### Economic Environment Analysis

Property taxes, state appropriations and student tuition and fees are the College’s principal revenue sources and support its operational needs and abilities to expand programs and pursue new initiatives. The viability of these revenue components is highly dependent on variables external to the College such as unemployment rates, local and state economic conditions, legislative actions, county voter sentiment and others. The College’s ability to manage fluctuations within these revenue sources, as well as potential cost increases, is vital to its continued success. The College’s management utilizes performance metrics, which are indicators of financial strength that enable the College to balance fiduciary responsibility and achieve the mission, vision and values.

Of the 23 community and technical colleges in Ohio, Tri-C is one of only six that levies local taxes. Therefore, local property tax levies will help to mitigate financial challenges that may also be faced by other institutions in the state. Local property tax revenues are forecasted by evaluating housing market trends, tax collectability rates and the timing of property tax receipts. Property tax payments are due in two installments to the county in January and July of each year; however, some taxpayers may choose to pay their entire tax bill in January. Even though most new commercial construction in Cuyahoga County is tax-abated, the College does receive the benefit of other new construction, as county-wide assessed values are projected to increase approximately 0.50% each year. During FY23, Cuyahoga County’s assessed property tax values increased more than anticipated at approximately 0.75%. Despite additional financial burdens caused by the COVID-19 pandemic and inflationary concerns, delinquency rates have remained steady within the county and we expect that trend to continue into FY24 and beyond. As a result of the tax value increase and delinquencies, property tax revenue is expected to increase from calendar year 2022 to calendar year 2023. However, a greater

than anticipated percentage of calendar year 2023 taxes were received in January 2023, resulting in lower receipts anticipated in July. As a result, property tax revenue is expected to decrease by approximately \$990k from FY23's budget, or -0.8%.

We expect the FY24-FY25 SSI funding formula will be substantially the same as FY22-FY23, with 50% course completion, 25% success points and 25% based on other completion metrics. The state of Ohio's FY24/FY25 biennium budget will not be finalized until approximately June 2023; therefore, any potential changes to the SSI allocation are currently unknown. For FY24, we assume there will be no change in the overall allocation and Tri-C's portion will decrease 2.5%. Therefore, the SSI funding contributing to FY24 General Fund operating revenues is budgeted at \$57.6 million with total College receipts at \$62.4 million.

Enrollment in higher education across the nation has been declining since reaching peak levels during the Great Recession. This trend was only exasperated by the onset of the pandemic in March 2020. However, COVID-19 is not the only force affecting this trend at the College. Unemployment and population changes also play a role in determining our headcount. According to the National Center for Education Statistics, the downward enrollment trend is expected to wane resulting in slight enrollment growth through 2028. In addition, the College has responded by reviewing educational models and business processes to ensure efficient and effective institutional operations, while continuing to provide high quality, affordable education to students. As a result, we expect modest enrollment growth beginning in FY24.

### **State Initiatives Impacting the Budget**

State of Ohio law requires each state institution of higher education maintain an efficiency officer who must provide the chancellor of higher education an institutional efficiency report. Prior to 2022, as part of the efficiency report, institutions were required to provide listings of cost saving and revenue generation measures along with how those dollars were reinvested to reduce the cost to students. While no longer required to be reported by state law, the College continues to track these items as Tri-C is continuously seeking more efficient and streamlined business processes to ensure we can continue to provide the resources required to support a quality education at a low cost for the residents of our communities. Between FY17 and FY22, the College identified and implemented a number of efficiency-saving and resource generation measures that provided the College an estimated \$168M which could be reinvested in initiatives to reduce the cost of education to students. Due, in part, to multiple stimulus packages passed at the federal level, the College identified \$69.5M in efficiency savings and resource generation available for reinvestment in FY22 and provided about \$33.9M.



- Increasing postsecondary opportunities for populations traditionally underrepresented in higher education, including racial minorities, adult learners, low-income students and rural students
- Employing evidence-based practices known to enhance student success, particularly those that have been shown to reduce equity gaps

## FY24 Budget Strategy and Long-Range Planning

Internal and external resources, events and people shape the College’s budget strategy. For example, the College conducts an economic environmental analysis as part of its long-range planning process. Internal documents such as the College Strategic Plan / Transformation Plan, the six-year Capital Plan and the Strategic Access Plan also affect the development of the next fiscal year’s budget. Additionally, careful analysis and updates must occur throughout the year to ensure the College remains on budget. The following section summarizes the fundamentals and assumptions utilized in developing the FY24 budget.

To be a transformational organization, the College must know who we are, where we are and how we will evolve to benefit our students and the community. This requires us to courageously assess the effectiveness of current operations and initiatives, address what’s not working and have the flexibility to quickly adapt our plans as changes occur in the world around us. The FY24 budget was strategically built to allow for flexibility and ensure our work will be guided by three fundamental principles.

- **Values Centered**

Consciously committed to diversity, integrity, academic excellence, the achievement of individual and institutional goals and inclusive prosperity.

- **Student Focused**

All decisions will be evaluated through a “student-first” lens, considering the potential impact on student equity, the student experience and student success and to ensure opportunity for all.

- **Purpose Driven**

As the community’s college, Tri-C will be a catalyst for change in Northeast Ohio. We will create more vibrant communities and we will drive economic growth.

Using these fundamental principles, three themes will create a springboard for new ideas and innovation and inform our strategic planning process as we move into fiscal year 2024 and beyond.

- **Build a Culture of Clarity**

To provide greater clarity around career pathways and ensure a more consistent educational experience and better student outcomes, Tri-C will transition to a centralized one-college model that will provide a more coherent approach to programs of study.

- **Redesign the Student Experience**

We will focus on simplifying the recruitment and enrollment processes, as well as our organizational hierarchies and naming conventions, to make it easier for students to find the help they need and for faculty and staff to more effectively direct those seeking assistance.

- **Strengthen the Value Proposition**

We will demonstrate that Tri-C is an educational partner that not only contributes to lifelong prosperity but also prepares people to prosper now by providing new knowledge or skills that help them achieve their ambitions faster.

## Long-Range Plan and Major Budget Assumptions

The Long-Range Plan (LRP) provides predictions related to spending for the fiscal year and a detailed picture of our end-of-year fund balance. Serving as a comprehensive analytical tool that facilitates the allocation of available financial resources, the LRP comprises three years of budget versus actual history, adjusted budget information, year-to-date spending, prior financial forecasts and current revenue and spending forecasts. Additional LRP schedules expand expense categories (e.g., salaries and benefits) to capture additional detail and can be disaggregated to provide a more thorough understanding of the relationships among cost categories (e.g., an increase in the number of full-time faculty generally results in a decrease in total costs for part-time faculty). In order to ensure resources are allocated and redirected as necessary, the LRP is updated monthly.

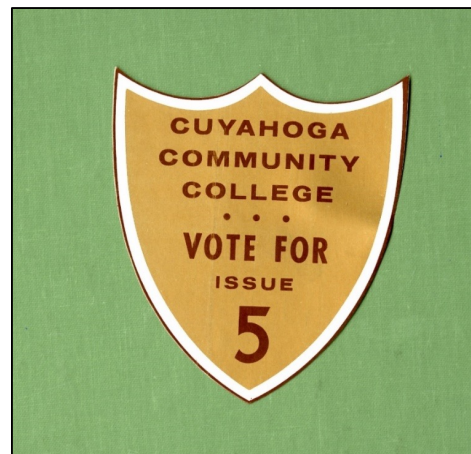
The LRP serves as the foundation for short-term financial forecasting. The LRP forecasts major revenue and expense items with prior-year comparisons for the current fiscal year. Our LRP's resource allocation process ensures the student success initiatives that make up the core of our Strategic Plan are not adversely affected by elective resource allocations to other areas. Once all major revenue and expenses are forecasted, any material variances from budget or prior forecasts are researched and explained. An executive summary, which is included with the monthly LRP presentation, highlights major changes for further senior leadership discussion.

The Levy Long-Range Plan serves as the foundation for longer-term forecasting (five to 20 years) of revenue and developing various scenarios for anticipated expenses. The Levy Long-Range Plan uses our current budget (or forecast) as a foundation for forecasting future revenues and expenses, based on various assumptions. The assumptions are reviewed against current financial trends and adjusted as needed. For example, although we may assume that tuition rates will increase by 2%, if the state freezes tuition, our assumption will be adjusted to a 0% increase.

Property taxes, provided through two county levies, make up the largest portion of our operating revenue. The Levy Long-Range Plan enables us to determine if it will be necessary to request increases in levy millage rates to put on the ballot for voter consideration. This is critically important because it takes a considerable amount of time to get an issue placed on the county ballot. We have two 10-year operating levies that must be approved by Cuyahoga County residents. Formatted in a highly detailed financial model, the Levy Long-Range Plan links expense forecasts and revenue estimates. Long- and short-term estimates are made based on anticipated revenue from the tax levies, student tuition and Tri-C's portion of the SSI, while expenses are forecasted based on bargaining contracts, non-wage contract provisions and trend analyses. A five-year version of the Levy Long-Range Plan is presented to the Board for approval, along with the budget, in May of each fiscal year.

For FY24, the budget contains the following major assumptions:

- A slight 0.4% increase in credit enrollment
- A 2.5% reduction in SSI



- Calendar year 2023 property taxes increasing slightly due to increases in assessed valuations
- Continued funding of a Budget Stabilization Fund to insulate the College from unanticipated changes in revenues and/or expenditures

Cuyahoga Community College Operating Funds Financial Plan Summary Attachment A							
Account	FY23 Approved Budget	FY23 Forecast	FY24 Approved Budget	FY25 Projection	FY26 Projection	FY27 Projection	FY28 Projection
<b>Beginning Fund Balance</b>	<b>94,948,320</b>	<b>94,948,320</b>	<b>99,787,128</b>	<b>84,841,734</b>	<b>77,055,955</b>	<b>65,111,142</b>	<b>47,622,319</b>
County Levies	124,287,353	125,649,454	130,210,267	140,515,245	141,148,687	141,785,295	143,064,879
State Share of Instruction	62,813,508	59,667,085	57,579,568	56,358,589	56,358,589	56,358,589	56,358,589
Student Fees	42,538,588	40,934,445	39,236,281	39,405,135	41,001,376	41,177,290	41,353,907
Auxiliary Services	8,651,281	8,096,052	7,939,482	7,939,482	7,939,482	7,939,482	7,939,482
WCED	13,084,155	12,878,531	14,565,875	14,760,903	14,959,831	15,210,883	15,466,474
Interest & Other Revenue	2,000,000	3,826,031	2,060,000	2,060,000	2,060,000	2,060,000	2,060,000
<b>Total Revenue</b>	<b>253,374,885</b>	<b>251,051,598</b>	<b>251,591,473</b>	<b>261,039,354</b>	<b>263,467,965</b>	<b>264,531,539</b>	<b>266,243,331</b>
Salary	124,502,601	117,769,213	124,298,650	127,527,215	131,657,118	135,596,031	139,137,763
Fringe Benefits	40,811,943	40,823,418	42,058,859	43,360,100	45,145,633	46,963,576	48,786,081
Software & Equipment Rental	13,824,769	12,817,881	14,217,502	14,359,677	14,503,273	14,648,306	14,794,789
Maintenance & Repair	7,775,778	7,266,407	7,429,993	7,504,293	7,579,336	7,655,129	7,731,680
Utilities	7,330,213	5,768,468	7,617,961	7,694,141	7,771,082	7,848,793	7,927,281
Supplies	3,710,436	2,806,478	2,909,418	2,938,513	2,967,898	2,997,577	3,027,553
Marketing	4,326,069	3,980,305	4,196,107	3,935,068	3,974,419	4,014,163	4,054,305
Other	16,227,878	13,286,542	15,128,938	15,246,259	15,364,754	15,484,434	15,105,310
<b>General Fund Operating Expense</b>	<b>218,509,687</b>	<b>204,518,712</b>	<b>217,857,428</b>	<b>222,565,266</b>	<b>228,963,513</b>	<b>235,208,009</b>	<b>240,564,762</b>
Auxiliary Services	7,631,199	6,995,762	7,300,525	7,300,525	7,300,525	7,300,525	7,300,525
WCED	17,322,110	16,870,387	18,736,551	18,931,579	19,130,507	19,381,559	19,637,150
<b>Total Operating Expense</b>	<b>243,462,996</b>	<b>228,384,861</b>	<b>243,894,504</b>	<b>248,797,370</b>	<b>255,394,545</b>	<b>261,890,093</b>	<b>267,502,437</b>
<b>Capital Allocations &amp; Transfers</b>							
Technology Plan	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Infrastructure Maintenance & Equipment	4,500,000	4,619,191	3,750,000	7,050,000	7,050,000	7,150,000	3,750,000
<b>Equipment/Tech Allocations</b>	<b>4,850,000</b>	<b>4,969,191</b>	<b>4,100,000</b>	<b>7,400,000</b>	<b>7,400,000</b>	<b>7,500,000</b>	<b>4,100,000</b>
HB 7 Debt Service	614,749	614,749	614,749	614,749	614,749	614,749	614,749
Brunswick Higher Education	1,129,230	1,129,230	1,128,958	212,180	212,305	212,350	212,314
Other Debt Service	10,713,000	10,585,825	10,525,735	10,527,912	10,518,256	10,530,248	10,527,496
<b>Capital Plan Allocations</b>	<b>12,456,979</b>	<b>12,329,804</b>	<b>12,269,442</b>	<b>11,354,841</b>	<b>11,345,310</b>	<b>11,357,347</b>	<b>11,354,559</b>
Other Allocations & Transfers	1,548,153	528,934	6,272,922	1,272,922	1,272,922	1,272,922	1,272,922
<b>Total Cap. Alloc. &amp; Transfers</b>	<b>18,855,132</b>	<b>17,827,929</b>	<b>22,642,364</b>	<b>20,027,763</b>	<b>20,018,232</b>	<b>20,130,269</b>	<b>16,727,481</b>
<b>Total Exp. Cap. Alloc &amp; Trans</b>	<b>262,318,128</b>	<b>246,212,790</b>	<b>266,536,868</b>	<b>268,825,133</b>	<b>275,412,777</b>	<b>282,020,362</b>	<b>284,229,918</b>
<b>Ending Fund Balance</b>	<b>86,005,077</b>	<b>99,787,128</b>	<b>84,841,733</b>	<b>77,055,955</b>	<b>65,111,143</b>	<b>47,622,319</b>	<b>29,635,732</b>

**Beginning Fund Balance** — This represents the fund balances from previous fiscal years that can be used to fund future fiscal years.

**County Levies** — Support from the citizens of Cuyahoga County helps to finance student education and keeps tuition affordable. We anticipate calendar year 2023 property taxes will increase slightly due to increases in assessed valuations. Additionally, while not included in the FY24 budget, our five-year plan assumes the passage of a renewal levy with an additional 0.4 mills in November 2023.

**SSI** — State operating support is based on a complex completion-driven funding formula, which is administered through the ODHE. The state of Ohio’s FY24/FY25 biennium budget will not be finalized until approximately June 2023. Therefore, any potential changes to the statewide SSI allocation are currently unknown. Therefore, the FY24 budget assumes a flat SSI allocation with the College losing 2.5% of the proportional share from FY23.



**Student Fees** – Student fees are a factor of any increases in tuition / fees and changes in enrollment. For FY24, we’ve assumed no increases in tuition / fees and enrollment will follow our five-year forecast below.

ENROLLMENT TRENDS					
	2018	2019	2020	2021	2022
Annualized Full-Time Equivalent Students	15,195	14,773	13,534	11,625	10,444
% change	-4.8%	-2.8%	-8.4%	-14.1%	-10.2%

ENROLLMENT PROJECTIONS					
	2023	2024	2025	2026	2027
Annualized Full-Time Equivalent Students	9,565	9,603	9,642	9,680	9,719
% change	-8.4%	0.4%	0.4%	0.4%	0.4%

**Auxiliary Services** – These fees are comprised of operations intended to be primarily self-supporting and provide auxiliary service or programmatic benefit to students (i.e., book centers, parking, food services, performing arts, Tech Prep and the nursing partnership with the Cleveland Clinic). These revenues are assumed to decrease 8.2% in FY24 and then remain stable for the remainder of the next 5 years.

**WCED** – Includes Corporate College, Workforce Solutions operations and Community Continuing Education. Revenues include fees from noncredit and credit instruction, corporate training and facility rental. WCED revenues are forecasted to increase 11.3% in FY24 then increase modestly each fiscal year thereafter.

**Interest and Other Revenue** – The College’s investment policy has been modified to coincide with changes allowed by the Ohio Revised Code, which allow community colleges to invest in equities.

**General Fund Operating Expenditures** – Represents the core operations of the College. Categories include: Instruction, Academic and Student Services (i.e., Faculty, Libraries, Admission/Financial Aid, Academic Computing); Institutional Support (i.e., Administrative Computing, Personnel Management, Executive Management, Financial Operations); and Plant Operations (i.e., Utilities, Public Safety, Building and Grounds Maintenance). Expenses are budgeted to decrease slightly in FY24 followed by increases of approximately 2.5% each of the next 5 years, based on labor and other contracts.

**Auxiliary Services** – These expenditures are associated with the operations intended to be primarily self-supporting and include cost of management fees, wages and operating expenses. These expenditures are assumed to decrease 4.3% in FY24 and then remain stable for the remainder of the next 5 years.

**WCED** – Includes the Corporate College, Workforce Solutions operations and Community Continuing Education. Expenditures include the direct costs (i.e. faculty) associated with credit and noncredit instruction, marketing and administrative costs. WCED expenses are forecasted to increase 8.2% in FY24 and are assumed to grow at approximately a 1% rate for the next 5 years.

**Technology Plan** – Represents the College’s investment in new or enhanced technology. The College will continue its \$350,000 investment plan in FY24 and for each fiscal year thereafter.

**Infrastructure Maintenance and Equipment** – Represents the College’s investment in small capital projects, infrastructure maintenance, sustainability and instructional and non-instructional equipment including lab and classroom equipment, computers, furniture, vehicles, etc. Spending is planned at \$3.75M in FY24 with additional dollars allocated over the next several years to support the College’s Master Plan.

**HB 7 Debt Service** – Represents the lease payments for energy efficiency building improvements required by Ohio House Bill 7.

**Brunswick Higher Education** – Represents the base rent payment for the Brunswick University Center campus in Brunswick, Ohio.

**Total Debt Service** – Represents the College’s debt service (principal and interest) including capital lease obligations and long-term debt.

**Other Allocations and Transfers** – Represents transfers to/from funds allocated for specific purposes (i.e., Faculty Travel, Student Success and Expendable Allocated funds).

**Ending Fund Balance** – Represents the beginning fund balance plus the total revenue forecast minus the total forecasted expenditures. The FY24 expected ending fund balance will be utilized throughout the remainder of the levy cycle when expense growth begins to outpace revenue growth.

## Administrative Responsibilities

The Executive Vice Presidents (EVPs) are each responsible for incorporating the College’s mission, vision and values in the management of their division. The divisions align operating units with similar functions as discussed in the [Major Operating Unit Overview](#). Ultimately, the EVPs are accountable for their respective divisions and therefore must develop and execute business plans that demonstrate stewardship of resources, mission fulfillment, and compliance with regulatory agencies.

## FY24 Organizational Unit Goals and Measures

The Major Operating Units (MOUs) align their goals, strategies, and initiatives with the College’s Strategic Plan through the Strategic Access Plan; Access, Learning and Success Work Plan; the Administration and Finance Work Plan; and the Workforce, Community and Economic Development Division’s Work Plan. Each fiscal year the annual budget is linked with all three plans and the College’s goals are evaluated. During the planning process, any additional impacts on operating expenditures, goal adjustments, changes in the economic conditions and sources of revenue are evaluated. Once the College’s goals have been reevaluated, each of the MOU’s goals is re-linked to them during the budget development process. By maintaining the link between the goals, the College can ensure it is meeting the mission, vision and values outlined in the Strategic Plan.

### **Access, Learning and Success (AL&S) MOU**

AL&S continues to align its work in moving the dial on student success with the Collegewide strategic plan.

To ensure Tri-C continues to increase the academic success and completion rates of its students, AL&S has created a divisional work plan. AL&S initiatives for 2023-2024 include:

- Expanding the pipeline between academics and the workforce by strengthening and streamlining processes
- Strengthening the relationship with K-12 and university partners to create seamless transitions and maximize academic and financial support for students and their successful matriculation from K-12 to Tri-C to our four-year partner institutions
- Continuing the focus on equity initiatives to ensure each and every student succeeds while closing the equity gap
- Continuing deep dive into enrollment processes to enhance the student experience

### **Administration and Finance (A&F) MOU**

In FY24, Administration & Finance will continue to promote affordable educational opportunities; enhance technologies to support the success of students, faculty and staff; provide programs to support employee well-being; advance diversity and inclusion across the College; and provide a safe, clean and secure learning, working and teaching environment. Through collaboration and excellent service to both internal and external stakeholders, the six diverse A&F departments will continue to support the mission of the College through a variety of initiatives and strategies.

- Finance and Business Services administers high-quality student services such as textbook assistance and campus dining and retail operations and identifies new revenue sources and cost containment strategies to reprioritize funding toward student-focused initiatives. FY24 strategies and initiatives include:
  - Develop and manage an institutional budget that aligns with the state's budget priorities and supports the College's fiscal health and long-term financial stability
  - Expand affordable textbook and course material options that are available to students
  - Develop and fund new programs to reduce the cost of attendance
  - Implement programs that promote student retention through student debt management and forgiveness
  - Integrate the College's diverse professional relationships into its day-to-day business operations
  - Maximize financial resources and operational efficiencies for reinvestment into student-centered programs

Finance and Business Services utilizes the following ratios to gauge performance of their goals:

Finance and Business Services Performance Metrics					
Measure	FY22 Target	FY22 Actual	FY23 Target	FY23 YTD	FY24 Target
Bad Debt as a Percentage of Tuition and Fees	<1%	<1%	<1%	<1%	<1%
Student Textbook Savings (%)	22.00%	26.00%	24.00%	44.00%	26.00%
Customer Satisfaction - Barnes and Noble	>90%	98%	>90%	>90%	>90%
Senate Bill 6 Composite Ratio *	3.50	4.40	3.00	3.60	3.50
*Senate Bill 6 Composite Ratio is calculated prior to the effects of GASB 68					

- **Campus Police and Security Services** currently maintains full accreditation by the Commission on Accreditation of Law Enforcement Agencies (CALEA). The department is a service-oriented, professional police agency committed to providing a safe and secure campus environment for students, staff, faculty and visitors through crime prevention trainings, informational resources and by working in partnership with local authorities. In FY24, the department will continue its work with the College’s Stand for Racial Justice alliance, providing collaborative leadership for Tri-C’s work in conflict resolution, social justice and sustained dialogue. The department will also continue to support safety at the College and in surrounding communities by introducing and facilitating security trainings for community partners and organizations.
- **The Office of Human Resources** provides expertise and Collegewide guidance on topics including employee relations, benefits, professional development, wellness and talent acquisition. A Collegewide collaborative approach enables the Human Resources department to foster a culture that inspires excellence and engages people to fulfill the College’s mission. The department:

  - Fosters employee success by encouraging a culture of excellence through learning and creativity while enhancing consistency through the creation of best-in-class programs and tools
  - Develops specific, comprehensive outreach tactics and strategies to build pipelines for recruitment of College faculty and staff to make Tri-C an “employer of choice”
  - Protects the College through risk avoidance and compliance with all labor laws, regulations and collective bargaining agreements
  - Promotes employee wellness and well-being through administration of the College’s Total Rewards (benefits) programs and the Tri-C Health and Well-Being Program
- **Information Technology Services (ITS)** empowers students, faculty and staff by delivering access to the newest and most innovative technology and providing a safe and secure computing environment. With a focus on continuous improvement and customer service, ITS supports the success of Tri-C employees and students by:

  - Analyzing technology platforms to ensure the best technology solutions are in place for each distinct institutional function
  - Working with Collegewide partners to help bridge the digital divide for our students
  - Working with departments throughout the College to leverage new and existing technologies to provide the best possible services to the Tri-C community
  - Fortifying the College’s information technology infrastructure and security to support and protect students, faculty and staff

Information Technology Services utilizes the following ratios to gauge the performance of their goals:

ITS Performance Metrics					
Measure	FY22 Target	FY22 Actual	FY23 Target	FY23 YTD	FY24 Target
Help Desk: First Call Resolution	85.00%	84.00%	85.00%	93.42%	85.00%
Help Desk Composite Customer Satisfaction	85.00%	94.00%	85.00%	98.37%	85.00%
Banner ERP Availability	99.99%	99.90%	99.99%	99.90%	99.99%
Service Level Agreements Included in ITS Contracts	100.00%	100.00%	100.00%	100.00%	100.00%

- Capital, Construction and Facilities** provides state-of-the-art learning environments to enhance the student experience; maintains a comfortable, safe and beautiful environment throughout the College; and offers best practices in the areas of asset management and mailroom operations. In FY24, the department will continue work on the new 10-Year Facilities Master Plan, collaborating with stakeholders from across the College to develop the direction and strategy for the future physical footprint of the College. Through its ongoing sustainability initiatives, the department also ensures the College’s learning, teaching and working environments are healthy, efficient and support a greener future.

Capital, Construction and Facilities utilizes the following ratios to gauge performance of their goals:

Capital, Construction and Facilities Performance Metrics					
Measure	FY22 Target	FY22 Actual	FY23 Target	FY23 YTD	FY24 Target
Waste Diverted from Landfill	27%	30%	29%	26%	29%
Greenhouse Gas Inventory (Metric Tons)	57,400	19,902	50,958	N/A	48,564
Cleanliness - Customer Satisfaction	>85%	85.2%	>85%	79.5%	85%

- Diversity and Inclusion** provides Collegewide leadership for diversity, equity and inclusion (DEI) efforts, including executive sponsorship and support for DEI professional development and engagement and student resource groups. With the support of the Diversity and Inclusion department, the College is committed to making sure each and every student succeeds and reaches his or her academic goals, which include Tri-C’s students of color, Pell-eligible students and first-generation and adult learners. The department also ensures the College promotes inclusive excellence throughout its operations by enhancing diversity, equity and inclusion in areas of employee recruitment and retention, professional development offerings, supplier diversity and community stakeholder engagement.

In conjunction with the College’s mission and foundational principles, these goals and metrics promote affordable educational opportunities; the best possible student experience; a diverse and inclusive culture; an engaged workforce; and expanded opportunities for the College community at large. They are designed to not only build upon the successes and achievements of the Division’s past, but to help position the College for a successful future.



## Workforce, Community and Economic Development Division (WCED) MOU

FY24 Workforce, Community & Economic Development Select Revenue Targets (in Millions)					
	FY22 Target	FY22 Actual	FY23 Target	FY23 YTD (thru 1/3/23)	FY24 Target
Contract Training	\$2.10	\$2.12	\$2.16	\$0.95	\$2.24
Facility Rental	\$1.98	\$1.07	\$1.11	\$1.16	\$1.64
Open Enrollment	\$4.94	\$4.17	\$5.10	\$3.36	\$5.87
State Subsidy	\$5.38	\$4.01	\$4.71	\$3.08	\$4.81
<b>Total Revenue</b>	<b>\$14.40</b>	<b>\$11.37</b>	<b>\$13.08</b>	<b>\$8.55</b>	<b>\$14.56</b>

WCED will continue to be a major partner in the workforce and economic development of the region, providing customized training to individuals and businesses. Outreach meetings to CEOs with major employers in the business community will ensure programs align with industry needs. WCED will provide workforce solutions focusing on industry sectors that represent growth and high-demand jobs designed to reduce the skills gap in Northeast Ohio.

WCED's work plan outlines strategies that reflect the division's commitment to the College's strategic plan with an enhanced focus on the area of student access. The work plan includes goals common to multiple Centers of Excellence, including leveraging partnerships with corporations and philanthropic engagement, expanding 'learn and earn' pathways for students, expanding articulation/transfer opportunities for students, utilizing intentional recruitment of and outreach to underrepresented populations, expanding collaborations with K-12 partners and leveraging additional marketing and social media channels. In addition to these goals common to WCED as a whole, the Centers of Excellence have goals specific to their respective programs.

- **The Information Technology (IT) Center of Excellence** will focus on increasing graduation rates and improving student satisfaction by utilizing and measuring the following to ensure success:

- Serving as a hub for 21st century skills training
- Amplifying student success stories
- Promoting diversity and inclusive excellence through engaging tech activities



- The Workforce and Continuing Education programs are intended to encourage candidates to maintain, grow and diversify skill sets by offering flexible, configurable pathways to validate skills and recertify existing certifications. This will result in IT professionals bringing value to their organization and the industry by maintaining their status as Cisco professionals.

- **The Manufacturing Technology (MT) Center of Excellence** will support access for all students by:

- Developing a high engagement process to ensure student success
- Increasing foundational career skills training in the MT Center of Excellence workforce training programs



- Identifying the number of engineering students captured in AAS degrees and increasing manufacturing and engineering graduation rates
- Leveraging partnerships with industries to increase employment opportunities for students
- Expanding training programs to support industry growth
- Providing remote training support to industries and the community via the Citizen's Bank Mobile Training Unit

• **The Public Safety Center of Excellence** will achieve its goal of increasing the number of certificates awarded by:



- Creating additional industry recognized short-term certificates
- Seeking out more partnerships to assist in closing equity gaps
- Increasing opportunities for high school students to enroll and complete short-term certificates and summer public safety career academies
- Utilizing state-of-the-art virtual reality tools to enhance learning and training

• **Corporate College®** will employ the following strategies to achieve its goal of increasing the level of engagement with the business community through both the number of businesses served and the revenue from serving those businesses:



- Identifying third-party funding sources
- Positively impacting the student/client experience by providing state-of-the-art classrooms and conference rooms, technology and content, along with premier concierge services and food and beverage options;
- Recruiting, selecting and developing a diverse group of instructors, facilitators and consultants
- Broadening virtual, online, blended and instructor-led course offerings in the Organizational Development, Quality and Continuous Improvement, Health Industry Solutions and Business and Performance Development programmatic areas
- Engaging with nationally recognized associations and organizations to offer industry-recognized training, certification programs and credentials;
- Leading business development outreach efforts to build new client relationships and deepen current client relationships in Conference and Hospitality Services, Open Enrollment and Client Solutions and Customized Training
- Continuing community engagement through virtual and in-person programming through Community Education and Encore 55+ Learning

- **The Hospitality Management Center of Excellence** will continue to focus on student and industry success by expanding available opportunities for students to earn degrees, certificates and industry credentials while also increasing community awareness of the program by:
  - Expanding outreach and recruitment specifically targeted to serve underrepresented and underserved populations, expanding student access for
    - High schools of first-generation, modest income and minority populations
    - Students from all ProStart Vocational Culinary Programs in the region
    - Students of the Tri-Heights Consortium Vocational Culinary Program
    - Employees of current industry partners
    - Students who have shown interest but have not applied or registered
    - “Reach Scholars” — formerly foster populations
    - College Credit Plus Students
  - Continuing to expand our portfolio of industry partners and deepen integrations;
  - Maintaining the department’s high level of special event and industry involvement to ensure student success
  - Strengthening our connections with 4-year partner institutions to provide seamless transfer pathways to degrees at Kent State University and Baldwin Wallace University
  - Fostering new business integrations that support rigor and relevance in our curriculum and maintain alignment with in-demand jobs in the region. Contract food service, country clubs and ghost kitchens all provide expanding opportunities
  - Engaging new community and industry partners that bring greater inclusion and diversity into the context of hospitality management programming
  - Identifying opportunities where departmental expertise and/or resources can assist in community development or improved well-being
  - Creating innovative pathways designed to integrate credit and noncredit programming.



**FY24 Workforce, Community & Economic Development Select Enrollment Targets**  
**Number of Students per Program**

	FY22 Target	FY22 Actual	FY23 Target	FY23 YTD (thru 02/28/23)	FY24 Target
3D Additive Manufacturing	152	204	150	146	283
3D Additive Manufacturing Non-Credit	19	25	48	13	98
Building Construction Certificate	18	21	18	-	18
Cisco Technical Training Institute	100	120	93	98	101
Cleveland Cliffs Credit					60
Cleveland Cliffs NC					12
Cleveland Police Academy NC	40	57	50	-	50
Digital Design NC	181	263	123	180	222
Drone Training Program Credit	24				
Drone Training Program	50	60	54	18	54
Emergency Dispatcher NC	53	34	34	11	17
Fire Non-Credit	1,827	2,331	1,897	1,182	1,897
Fire Training Academy	875	806	1,064	929	1,064
First Energy	336	242	336	189	
Professional Development	276	279	145	445	372
Ford	108	-	208	14	127
Ford NC	384	66	288	83	288
Howmet Credit	88	-	24	-	18
Howmet NC					49
Industrial Maintenance Tech (IMT)	501	638	293	334	297
Industrial Maintenance Tech (IMT) NC	64	61	25	14	26
Information Technology (Online & Fast Track)	193	77	59	42	89
Integrated Systems NC	6	-	6	-	6
JATC	13,500	10,792	10,640	7,288	10,640
Job Link	75	220	120	106	
Logistics	24	104	174	62	148
Machine Trades (MAT)	202	203	177	183	177
NEORSO Credit					54
Nuts & Bolts Academy	72	96	98	28	98
Org Effectiveness	100	392	278	142	278
Police and Security Academies	396	150	340	162	356
Police Non-Credit	1,210	1,443	1,300	826	871
Precision Machining Technology (PMT)	303	67	129	75	192
Quality	74	106	67	56	67
Transportation Center	120	195	102	152	134
WCED Healthcare	280	308	315	233	397
WCED Testing	400	383	300	267	400
Welding	110	175	212	198	214
Welding NC	9	18	10	-	10
Workforce Development Alliance	10	6	5	-	
Youth Tech Academy/Adv Tech Academy	1,627	1,051	1,254	1,224	1,428
Youth Technology Academy NC	100	80	100	91	100
<b>Total Students</b>	<b>23,907</b>	<b>21,073</b>	<b>20,536</b>	<b>14,791</b>	<b>20,712</b>
Community, Adult and Education Programs	338	832	457	402	618
Encore - Senior Adult Education	2,571	2,410	2,525	2,867	1,815
<b>Total Students</b>	<b>2,909</b>	<b>3,242</b>	<b>2,982</b>	<b>3,269</b>	<b>2,433</b>

\*Final totals include contract training enrollment but are excluded from targets due to uncertainty

## Office of the President MOU

The Office of the President's primary goal is to exemplify the mission, vision and values of the College. Additional goals are to align the College's annual goals, support the Board and provide Collegewide leadership and coordination for all local, state and federal legislation.

- **Resource Development's** goal is to solicit funds and support from external organizations for the benefit of the College's educational mission and purpose. The underlying foundation for all of the goals is to benefit the students and preserve the College for future generations.
- **The Office of Government Relations and Community Outreach** provides Collegewide leadership and coordination for all local, state and federal legislation in support of the mission of Tri-C. They coordinate the College's "Get Out the Vote" campaign and Democracy Fellows Program with students. The office also provides coordination of community relations and major special event planning for the College. As a main goal of the College's Broadening Our Reach initiatives, the office has expanded the Speakers Bureau, which engages College employees with the community. The office also tracks key community partnerships with organizations such as local Chambers of Commerce and the Cuyahoga County Mayors and Managers Association. They conduct events that thank members of the community and the College for their contributions to student success through work with Advisory Committees and the College Ambassadors.
- **The Integrated Communications Department (ICD)** uses innovative as well as best-practice marketing and communication strategies to enhance the Tri-C brand, engage and inform the College community and other stakeholders and drive enrollment in credit and noncredit programs.
- Acting as the College's in-house agency, the department works with internal clients to achieve marketing and communications objectives in line with the College's strategic priorities while ensuring consistent messaging and adherence to brand standards.

ICD provides the following services to the College:

- Advertising
- Brand management
- Corporate and crisis communications
- Writing and copy editing
- Event management
- Internal communications
- Marketing
- Media relations
- Print and digital design and production
- Social media
- Strategic planning
- Website development and management

ICD continues to adapt to the changing face of journalism in Northeast Ohio and nationally. An internal "news bureau" pushes out content to local and national reporters and directly communicates to the local community through digital and print publications — such as the award-winning Tri-C Times — social media and other channels. The College website's newsroom page provides content for multiple audiences and drives traffic to the website through search engine optimization tactics.

ICD maintains a strong focus on digital and mobile advertising campaigns and search engine marketing to reach new audiences, nudge prospective students to register and retain existing students.

The department also facilitates effective and open internal communications to inform and connect employees and create a shared understanding of the College's mission and values. This work took on heightened importance as the College navigated the COVID-19 pandemic and addressed the complex and controversial topics of racial injustice and social unrest.

- **The Office of Legal Services** is the reporting unit for Legal Services, Risk Management and Compliance, Institutional Equity, Internal Audit, Student Accessibility Services (compliance only), Records Management and the Office of the Ombudsman. As such, in addition to providing sound legal counsel to the College, its trustees and its employees on work-related matters, Legal Services ensures the College has a sound risk management policy, an equitable venue for addressing and redressing of all forms of discrimination, effective compliance systems, consistent internal audit procedures and testing, a functional records management and retention system and an avenue to obtain assistance with the areas of concern for individual constituents.

Legal Services does not provide counsel to employees or students on personal matters, but does endeavor to provide resources to students to remove academic barriers through free student legal clinics and advice. Students and employees are also assisted with challenges they may face through the Office of the Ombudsman and Student Accessibility Services, which are reporting units of the Office of Legal Services.

Legal Services has developed a collaborative approach with the Risk Management, Compliance and Audit Departments known as "RCA." Using RCA, the College receives the benefit of a team approach to assess risks, determine compliance, and then audit or test the effectiveness of systems and policies, including program accreditation and systemic inequity.

The Records Management department is tasked with maintaining efficiencies for records management and establishing best practices for archive storage, record retention and the historical archive.

Overall, the Office of Legal Services is responsible for:

- Drafting, reviewing and negotiating contracts and contract renewals
- Reviewing, revising, drafting and enforcing Collegewide policies and procedures
- Managing and/or representing the interests of the College in litigation and administrative proceedings
- Responding to public records requests, subpoenas and non-standard requests for student records
- Reviewing and assessing internal and external risks to the College
- Establishing and implementing risk mitigation processes and tools
- Ensuring compliance with federal, state and local regulations
- Establishing and executing procedures to address complaints of discrimination and eliminating systemic inequities resulting from discrimination of any kind
- Auditing internal systems, procedures and protocols

- Overseeing the College's Records Retention policies and procedures, as well as the College's Records Retention Schedules
- Providing advice, guidance and oversight on: construction and facilities matters, personnel and labor relations issues; academic and student issues; audits, investigations and other forms of compliance review; copyright, trademark and patent issues; ethics questions; and enterprise risk management and insurance
- Educating, training and providing related resources to the College community on relevant legal and ethical issues and topics
- Providing free legal clinics for Tri-C students who may need assistance with:
  - The criminal record expungement process
  - Acquiring a Certificate of Qualification for Employment
  - Acquiring a Certificate of Achievement and Employability
  - Basic legal advice - the Office of Legal Services will provide advice on simple legal matters or direct students to organizations, which may be able to help



### **Service Level Changes**

The changes in service levels across the College from FY23 to FY24 provide additional benefits to the students, faculty and staff. Some updates include a new online application process and simplification of the recruitment and enrollment processes. The FY24 Summary of Service Level changes table below summarizes the planned Collegewide changes in service levels from FY23 to FY24.

FY24 Summary of Service Level Changes	
MOU	Service Level Change
President	<ul style="list-style-type: none"> <li>• To provide greater clarity around career pathways and ensure a more consistent educational experience and better student outcomes, Tri-C will transition to a centralized one-college model that will provide a more coherent approach to programs of study.</li> <li>• Focus on simplifying recruitment and enrollment processes, as well as our organizational hierarchies and naming conventions, to make it easier for students to find the help they need and for faculty and staff to more effectively direct those seeking assistance.</li> <li>• Demonstrate that Tri-C is an educational partner that not only contributes to lifelong prosperity but also prepares people to prosper now by providing new knowledge or skills that allow them to more quickly achieve their ambitions. We will do this, in part, through a new marketing campaign that will launch in spring 2023.</li> </ul>
AL&S	<ul style="list-style-type: none"> <li>• Realigned the Centers for Learning Excellence (CLE) to report to Online Learning &amp; Technology instead of the Learning Commons to better support online teaching and learning for students and faculty.</li> <li>• Mapped current state of enrollment processes while creating and providing tools to implement a process that standardizes, improves and minimizes the steps in the enrollment process for students through KAIZEN partnership.</li> <li>• Student Financial Aid began implementation of the US Department of Education Fresh Start Initiative which allows students who defaulted on a federal student loan to resolve the default and regain access to federal aid such as Pell grants and other programs.</li> <li>• The VP of Access &amp; Completion worked extensively with ITS to develop and plan for implementation of a new online application process which would encompass both credit and non-credit applications.</li> <li>• Increased access to real-time metrics through Evidence and Inquiry's switch to Power B.I. to assist in making data-driven decisions.</li> </ul>
A&F	<ul style="list-style-type: none"> <li>• Through College-wide collaboration, analyze the College's hiring practices and identify opportunities for improvements in diversity and inclusion; employee recruitment; and employee retention.</li> <li>• Implement new and expand existing opportunities for student debt forgiveness.</li> <li>• Continue to develop a 10-year facilities master plan that utilizes data to support and compliment the Academic Master Plan and Strategic Enrollment Plan.</li> <li>• Review and improve the student "register and pay" process.</li> <li>• Leverage the College's IT systems to support efficient scheduling and appointment management for advising, counseling and other student support services.</li> <li>• Refine the performance management system and employee goal structure to ensure employee goals are reflective of the College's student success goals.</li> <li>• Continue implementation of the Collegewide Sustainability Plan.</li> </ul>
WCED	<ul style="list-style-type: none"> <li>• Centralizing employer engagement across the College within WCED</li> <li>• Developing deeper strategic and structural collaborations with business partners</li> <li>• Embedding career readiness across the Tri-C educational experience</li> <li>• Engaging employers and adult learners through a talent pipeline supported by alternative credentials and accelerated programs</li> <li>• Using emerging labor market demand to align Tri-C programs to the needs of industry and larger regional collaborations</li> </ul>

## BUDGET DEVELOPMENT

The College's budget development process involves staff across the organization, including the Budget Unit Leaders, Campus Presidents' offices, the Office of Planning, Budget and Strategic Support, administration, the Treasurer, the College President and the Board. The process is organized and coordinated by Planning, Budget and Strategic Support in order to manage all of the logistics. The budget development process is continually evaluated in order to meet regulatory requirements, Board specifications, management requests, software advances and modeling techniques. The following section outlines the College's budget development process and budgetary controls.

### Basis of Accounting

The College's general ledger is maintained on a cash and accrual basis throughout the year. At month-end, the College follows the "business-type activities" reporting requirements of Government Accounting Standards Board (GASB) Statement No. 35 that provide a comprehensive Collegewide look at the College's financial activities. The statements are prepared on an accrual basis and present the assets and liabilities of the College, both financial and capital and short- and long-term. They also present revenues and expenditures of the College during the period, regardless of when cash was received or paid. Collectively, the statements provide information regarding the College's financial condition as of the period defined and the results of its operations and cash flows for the period then ended. At year-end, the financial statements are prepared according to Generally Accepted Accounting Principles (GAAP), as presented in the College's audited year-end financial statements



### Basis of Budgeting

The College budget is prepared according to Ohio law on a modified cash basis. The modified cash basis approach provides meaningful results when comparing actual results to budget and demonstrates compliance with the State's statutes. The major variances between a modified cash basis and an accrual basis are the timing to record revenue, expenditures and encumbrances. The modified cash basis is the method commonly used by government agencies that combines accrual basis accounting with cash basis accounting. Using a modified cash basis, revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

<b>Cash vs. GAAP Basis of Accounting</b>		
<b>Item</b>	<b>Cash Basis</b>	<b>GAAP</b>
Revenues	Recorded when received	Recorded when susceptible to accrual
Expenses	Recorded when paid	Recorded when the liability is incurred
Encumbrances	Treated as expenditures	N/A

## **Regulatory Environment**

The College operates in a highly regulated environment and adheres to all legal statutes in the Ohio Revised Code (ORC), federal law, local regulations and actions from the College’s Board members, who are appointed by the governor and the Cuyahoga County executive. Additional standards are promulgated from the following sources:

- External Financial: Attorney General; Department of Administrative Services; Donor/Grant Agreements; Financial Accounting Standards Board; GAAP; GASB; Ohio Office of Budget Management; the ODHE; and the State of Ohio.
- External Human Resources: Alternative Retirement Plan; Americans with Disabilities Act (ADA); Collective Bargaining Agreements; Department of Education; Family Educational Rights and Privacy Act; Health Care and Education Reconciliation Act; Health Insurance Portability and Accountability Act; Office of Federal Contract Compliance Programs; Ohio Public Employee Retirement System (OPERS); Patient Protection and Affordable Care Act; State Teachers Retirement System (STRS); local health, building and municipality regulations and ordinances.
- External Quality and Management: American Association of Community Colleges; Government Finance Officers Association; Higher Learning Commission; League for Innovation in the Community College for guidance and best practices; and the National Association of College and University Business Officers.
- Internal: Board approves the annual budget.
- External Occupational Environmental Health Safety: Department of Labor (DOL) - DOL includes Equal Employment Opportunity Commission; Family and Medical Leave Act; Pregnancy Discrimination Act; Age Discrimination in Employment Act (ADEA); Environmental Protection Agency; Food and Drug Administration; Occupational Safety and Health Administration; Ohio Public Employee Risk Reduction Program; Bureau of Underground Storage Tank Regulations; and National Fire Protection Association.

When developing their budgets, each department will consider all of the regulatory requirements for which they are responsible to ensure the College has sufficient resources to remain in compliance.

## **Budget Model**

Planning, Budget and Strategic Support maintains a model to assist with the College’s budgeting and forecasting. The model utilizes historical revenue and expenditure trends, requested operating unit funds, internal activities data and external market data. The data is cross-analyzed and combined with long-range plan objectives to model future revenues and expenditures.

Since the College has a diverse revenue stream, the model must capture data from the ODHE, Cuyahoga County, the state of Ohio, the student enrollment forecast, various grants, the student financial assistance office, the cash management office and other market sources. The model factors the aforementioned revenues and adjusts for anticipated market influences and restrictions.

The expenditures in the model also utilize the student enrollment forecast, the student financial assistance forecast, the utility forecast, organization unit fund requests, treasury activity and other external drivers. The model projects the expenditures and then adjusts for market conditions, fund limitations and capital initiatives.

Additional internal activities revolve around gathering historical and forecasted revenue and expenditure trends for the auxiliary operating units, quasi-auxiliary operating units and various long-range plans. The operating units must provide a detailed forecast since the ultimate goal of the auxiliaries is to be self-sustaining.

## Budget Development Process



The College's fiscal year corresponds with the state's July 1st through June 30th fiscal year. For certain local tax budget purposes, a fiscal year of January 1st to December 31st applies, and local property taxes are levied and collected on a calendar year basis. The College maintains a total budget that consists of operating funds (consisting of the general fund, WCED, fees for services, debt service/capital operations/other transfers), restricted funds, a bond retirement fund and capital funds. The general operating fund expenditure budget includes instruction and

research, library, student services, institutional support, plant operation and maintenance, student financial assistance, public service and mandatory and non-mandatory transfers. The auxiliary services budget includes all revenues and associated expenditures incurred by the book centers, parking and food service operations as well as all quasi-auxiliary funds, which are not entirely and/or consistently self-supporting. The WCED budget includes all revenues and associated expenditures of Workforce, Community and Economic Development. The restricted grants and contracts budgets include all revenues and expenditures supported by specific grants, financial aid, contracts, gifts and donations. The bond retirement fund includes all revenues and expenses associated with the debt service of the College's General Obligation Bonds. Finally, the capital funds include all revenues and expenses associated with capital improvements throughout the College. Ideally, the net result of all budgets should be zero or positive. Tri-C historically maintains a balanced budget. By definition, the operating expenditures for all funds during the current fiscal year cannot exceed the resources available, including fund balances rolled over from prior fiscal years. FY24 is no exception, as presented in the [FY24 Financial Dashboards](#).

The linking of the College goals to measurable objectives is critical in responding effectively to the needs of the community. As such, the President requires major budget units to submit a



comprehensive budget package to Planning, Budget and Strategic Support, including a full-time staffing plan, enrollment plan, operating plan and equipment request. For FY24, each division was given a budget allocation. Submitted budgets were required to be at or below the allocation.

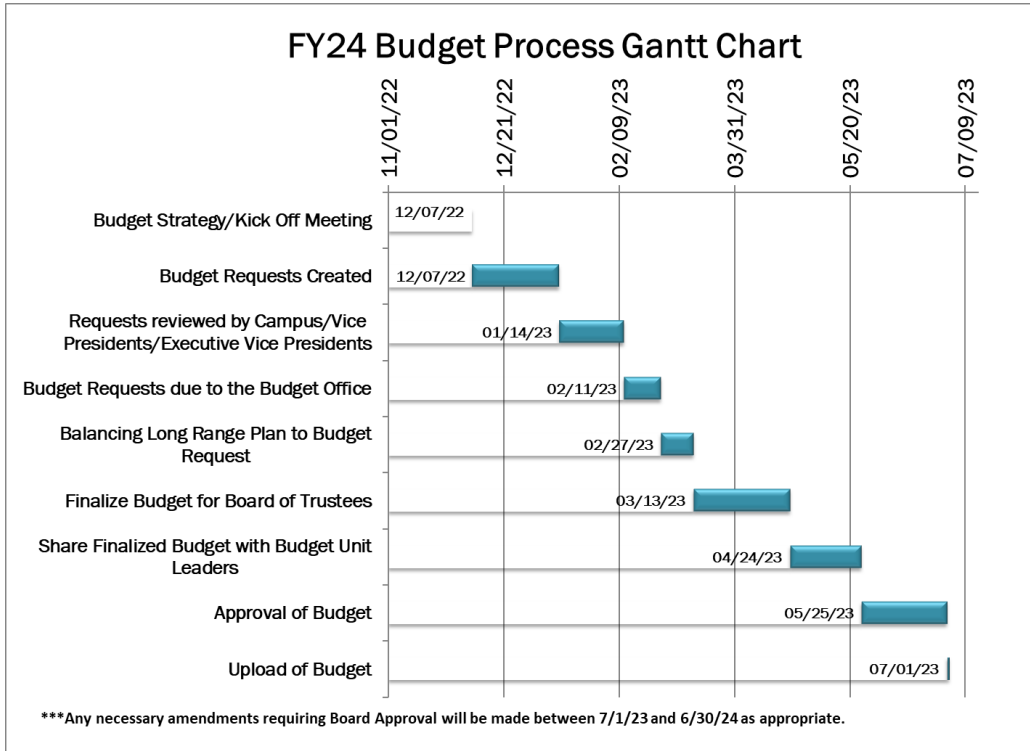
Resource Development coordinates the restricted fund (grants) efforts and submits an overall restricted fund “budget package” and strategy to the EVPs for their review, approval and submission to the President.

Auxiliary and quasi-auxiliary operations must also prepare a budget package. These operations are intended to be self-supporting. The revenue generated, based upon estimated enrollment or service levels, must be evaluated prior to the development of individual budgets. These operations are important since they allow the College to provide services to students and the community that the College may not otherwise be able to offer (e.g., book stores, food service, parking and noncredit training).

As part of the budgeting process, allocations for capital projects are also reviewed. Proposed capital projects are assessed against the Academic and Facility Master Plan and approved by the Board. Annually, the President and relevant staff review and prioritize project requests against resources available through internal funds, state capital appropriations or financing.

Every other year, the College prepares and updates its six-year capital improvement program. This provides the basis for a state capital appropriation request submitted to the ODHE. The request identifies the projects proposed to be financed with state appropriations and the purpose, priority, amount and source of funds for these projects. The ODHE and the Ohio General Assembly may approve, modify or decline aspects of the College’s requested capital appropriation programs.

The Board reviews expenditure budgets annually for all operating funds, restricted funds, the bond retirement fund and capital funds. The Board adopts these budgets and a Five-Year Financial Plan, based on the recommendation of the President and Treasurer. The Board may modify the budgets during the year to reflect revised expenditure or revenue projections for that fiscal year.



## Budget Ownership

The EVP of Administration and Finance/Treasurer reports to the President of the College. The EVP/Treasurer, appointed by the Board, is the College’s Chief Financial Officer and Treasurer of the Board. The Chief Financial Officer provides budget and financial reports to the Board’s Management Committee and the President. Fiscal accountability for the College is achieved through measurement of the College’s budget performance against its annual plan and trend analysis. The EVP/Treasurer has primary stewardship responsibility for financial forecasting, reporting and investing activities for the College. The EVP/Treasurer ensures financial integrity and appropriate use of public and private funds in compliance with all stakeholder interests. The annual external independent financial audit includes opinion statements on the financial statements and the College’s system of internal controls in compliance with GASB and other audit standards.

## Amending the Budget

As a matter of policy, the College’s enterprise resource planning (ERP) system automatically monitors and controls budget compliance and adjustments. The ERP will permit the College’s organizational units to amend expenditure budgets as long as the changes do not exceed their original authority to spend as granted by the Board. We expect FY24 operations will be within the guidelines of the budget presented to the Board for approval. However, should additional expense budget be required, we will present such amendments to the Board for approval. Once approved, the College must submit a revised certificate of estimated resources to the Cuyahoga County Fiscal Officer.

# FY24 APPROVED BUDGET

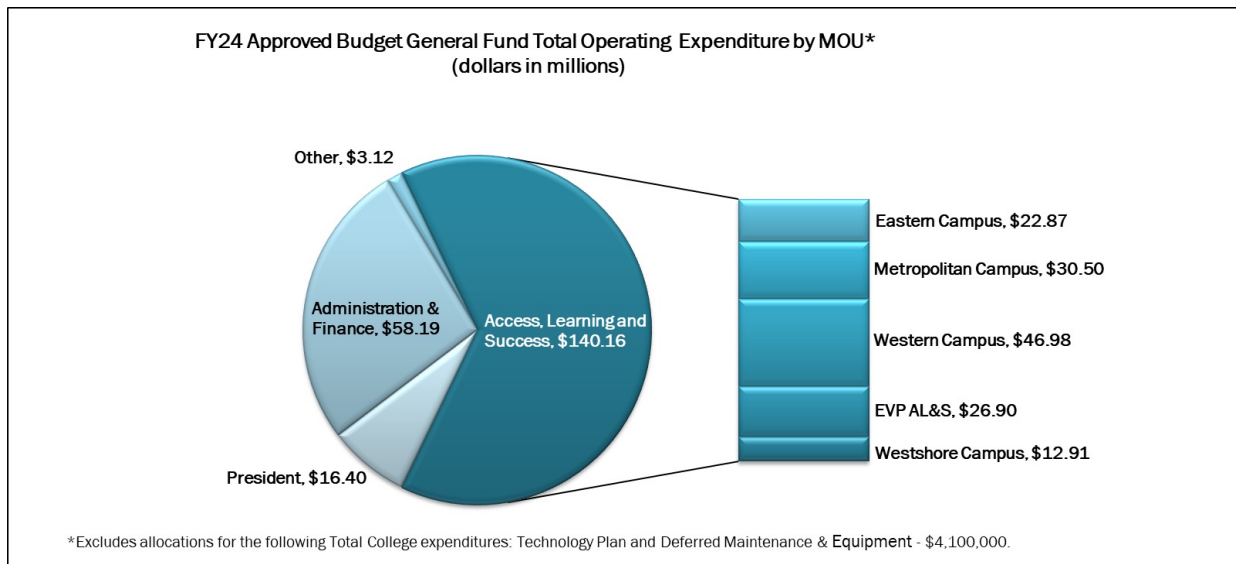
The culmination of the budget development process is the Board’s approval of the budget. There are many layers to the College’s approved budget due to the size and scope of the operations. To manage the activities, the College categorizes the budgets by fund type. Then to manage the funds, the College utilizes organization units that are consolidated into four Major Operating Units. The following section provides a comprehensive review of the College’s FY24 approved budget, broken down by fund type, revenue source and expenditure classification.

## FY24 Funds Overview

Tri-C is a taxpayer-supported public college. As a public entity, the College’s financial processes are monitored and governed by several regulatory agencies, as noted in [Regulatory Environment](#).

The financial operation of Tri-C involves receiving revenues from various sources such as tuition, fees, sales, local taxes, state funds and federal funds. These revenue sources either come with or without legal restrictions on how the money may be used. The College, therefore, needs to segregate and account for these resources to meet any and all restrictions and to be generally accountable for the unrestricted resources. Therefore, in order to meet its fiduciary and regulatory responsibility, the College has an accounting system that is based on Fund Accounting. Fund Accounting is a process that classifies, accounts for and reports sources and uses of funds in accordance with their predetermined purpose. These sources and uses of funds are segregated into major fund types of unrestricted, restricted, auxiliary and capital funds. The College utilizes these major fund types to accumulate and segregate its resources. Finally, the accumulated resources are consolidated to form the fund budgets on a modified cash budget basis.

### Unrestricted Funds



The College's primary unrestricted fund is the general operating fund. The general operating fund, or General Fund, is used for the current operations of the College. The General Fund is the College's largest fund, controlling the College's operating revenue and expenditures within the President's Office; Administration and Finance; and Access, Learning & Success (including the main operating budgets for each Campus). General Fund revenue does not have any restrictions and can be used for any purpose as deemed appropriate by the College. The College activities supported by the General Fund include instruction, library, student services, institutional support, administration, safety, marketing, plant operations, maintenance and small equipment purchases.

### **Restricted Funds**

The College will also receive resources that are restricted in how they can be used. This requires the College to place these resources into restricted funds. Utilizing a restricted fund allows the College to manage the revenues and ensure they are expended for the purpose stipulated by the donor or agency. At the College, the majority of restricted-use funds are for student financial assistance and grants.

### **Auxiliary Funds**

Auxiliary funds identify an entity on campus that operates as a business and serves students, faculty, staff and the community. Auxiliary enterprises are generally expected to be self-supporting from the revenues generated from their operation. Auxiliaries charge fees, which are directly related to their cost of goods or services and pay for any central services received from the College. The operation of auxiliaries is budgeted in three summary-level funds:

- Book Centers
- Food Service Operations
- Parking Operations

An auxiliary's operation and revenue generation are dependent on the College. These enterprises rely on the student population to sustain their operation. In return, the auxiliary delivers goods and services to students in an economical and convenient manner.

### **Other Funds / Unrestricted Special Funds**

**Quasi-Auxiliary** – At the College, there are several revenue generating endeavors that are not entirely and/or consistently self-supporting. These endeavors provide learning programs for students while also promoting a positive public purpose. These activities are labeled Quasi-Auxiliary Operations and their activities are accounted for in various Quasi-Auxiliary Funds. Although Quasi-Auxiliary Operations do not always show a profit, the College supports these activities and covers any expenditure that may exceed revenues because of their educational and public benefit. Some well-known Quasi-Auxiliary Operations are Tri-C's JazzFest, Community and Continuing Education, Cultural Arts, Workforce Solutions and Corporate College®.

**All Other Funds** – On occasion, the College needs to account for a College activity separately from the other major funds; including activities such as Student Affairs and Community Music Programs. By assigning a separate fund to these activities, the College can easily track related expenditures. If these activities are completed during the fiscal year, then the fund is closed.

## Capital Funds

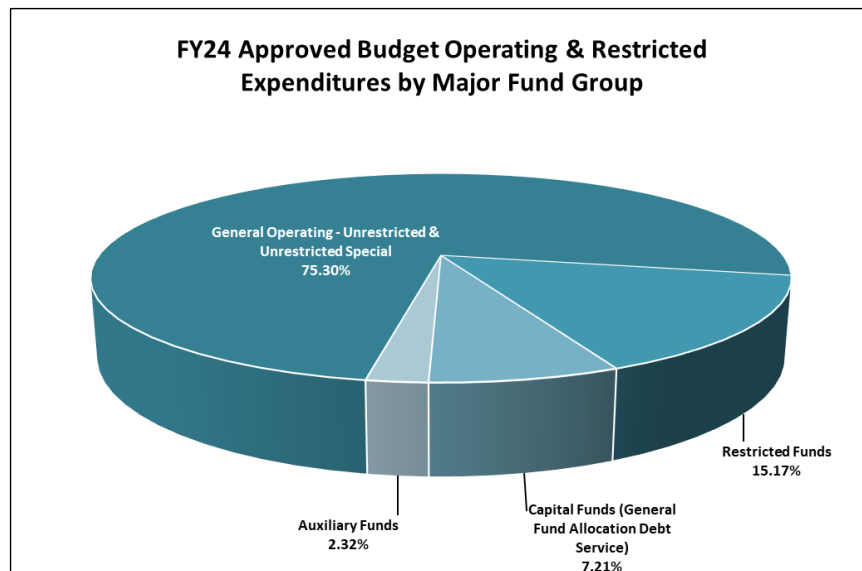
In order to meet the College's long-term building and technology needs, funds are also set aside for future capital and technology spending. Accumulating and utilizing resources for capital projects is generally project-oriented with large dollar commitments over extended periods. Resources can be accumulated for these funds by allocating dollars from the General Fund, receipt of federal grants, the Department of Transportation and the state of Ohio or through bond proceeds. Utilizing the resources from capital funds allows the College to build and expand its campuses through strategic capital growth and renewal.

## Bond Retirement Fund

In March 2018, the College issued \$227.5 million in general obligation bonds to support the completion of Phase II of the Facilities Master Plan. Revenues within the bond retirement fund are the associated county tax levies. In addition, the associated debt service is paid out of this fund.

## Revenue and Expenditure Accounts

Common to all funds is the account structure used. Funds classify the purpose of the resources. Within the funds, accounts are used to accumulate transactions in a systematic, easy-to-understand method. These accumulations by account allow the College to understand the source of revenues and to track how they were spent. Revenues are reported in the following major categories: student tuition and fees, state appropriations, local appropriations (county levies), grants, sales and investment income. Expenditures are generally classified as wages, benefits, supplies, travel, communication, maintenance, utilities, equipment and student financial assistance. Therefore, within the fund, the accounts describe how the revenue was accumulated and how it was spent.



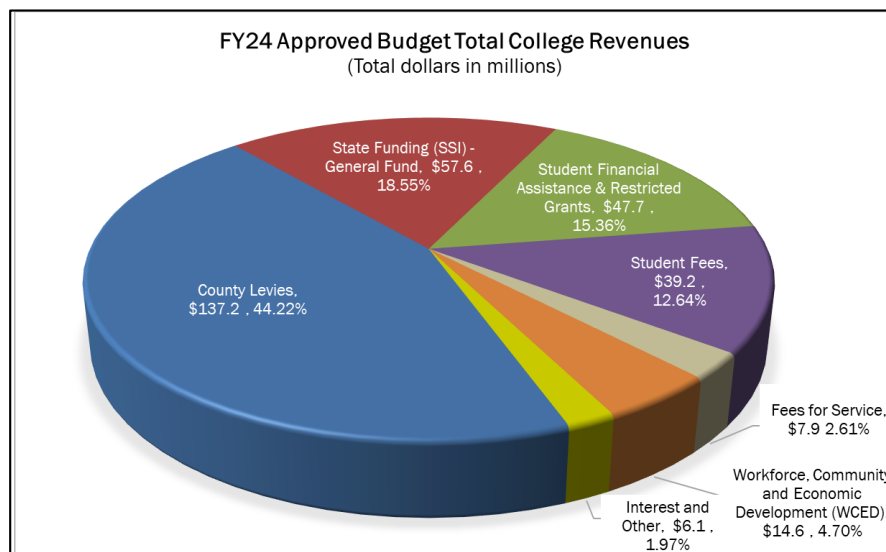
## Summary

The College accumulates and uses financial resources in order to deliver affordable higher education to its students while maintaining a sound financial position. The College manages its diverse revenue streams and expenditures by utilizing a system of funds and accounts that segregate the financial resources by major fund types. These fund types include auxiliary, capital, restricted and unrestricted funds. Within the funds, revenue and expenditure activity is reported using a system of accounts. These accounts track revenues by source and classify expenditures by how they were spent. This system of funds and accounts allows the College to report its financial performance to managers, regulators and the community in an organized, systematic and generally accepted form.

## FY24 Total College Revenues

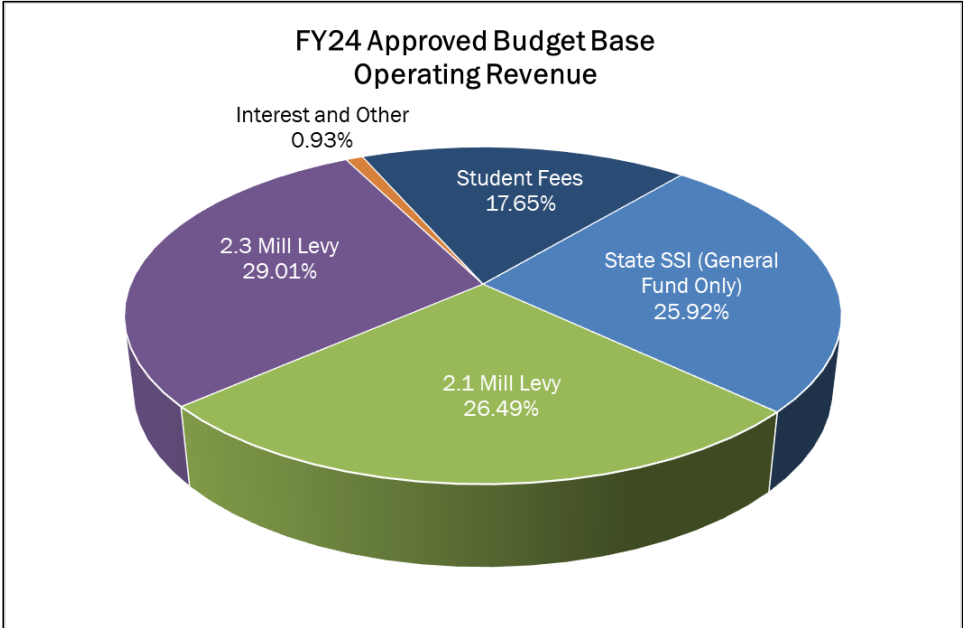
Total College revenues consist of all major fund types, including unrestricted, restricted, auxiliary, special and capital funds. Specific types of revenues include county levies, SSI, student tuition and fees, restricted grants and other revenue. The \$47.7 million in student financial assistance and restricted grants are based on a high-level forecast because the students' requests for assistance are not known until the beginning of each semester. The primary sources of student financial aid are federal and state funds; however, some private funds may be available as student financial aid or restricted grants.

Total College Revenue Description	Total Revenue (\$)	Total Revenue (%)
County Levies	\$ 137,246,693	44.22%
State Funding (SSI) - General Fund	57,579,568	18.55%
Student Financial Assistance & Restricted Grants	47,671,277	15.36%
Student Fees	39,236,281	12.64%
Fees for Service	7,939,482	2.56%
Workforce, Community and Economic Development (WCED)	14,565,875	4.70%
Interest and Other	6,124,789	1.97%
<b>Total</b>	<b>\$ 310,363,965</b>	<b>100.00%</b>



## FY24 Unrestricted Operating Revenues

Unrestricted Operating Revenue Description	Total Revenue (\$)	Total Revenue (%)
2.1 Mill Levy	\$ 58,846,209	26.49%
2.3 Mill Levy	64,450,609	29.01%
State SSI (General Fund Only)	57,579,568	25.92%
Student Fees	39,236,281	17.65%
Interest and Other	2,060,000	0.93%
<b>Total</b>	<b>\$ \$222,172,667</b>	<b>100.00%</b>

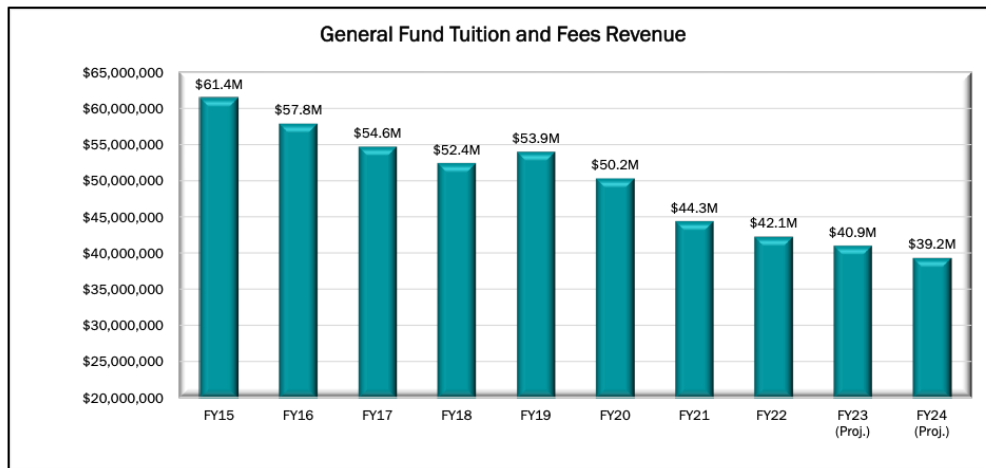


The College’s mission is funded through a diverse funding base. Unrestricted operating revenues for the College, in broad categorizations, include student tuition and fees (approximately 18%), SSI (approximately 26%) and county levies (approximately 56%). The core expenses of the College, including instructional, academic, public service, institutional support and student service functions, are funded through operating revenues. Unrestricted operating revenues do not include restricted grants of \$47.7million, fees from auxiliary services of \$7.9 million, fees from WCED of \$14.6 million or property tax receipts tied to the general obligation bond of \$13.9 million.

**Student Tuition and Fees**

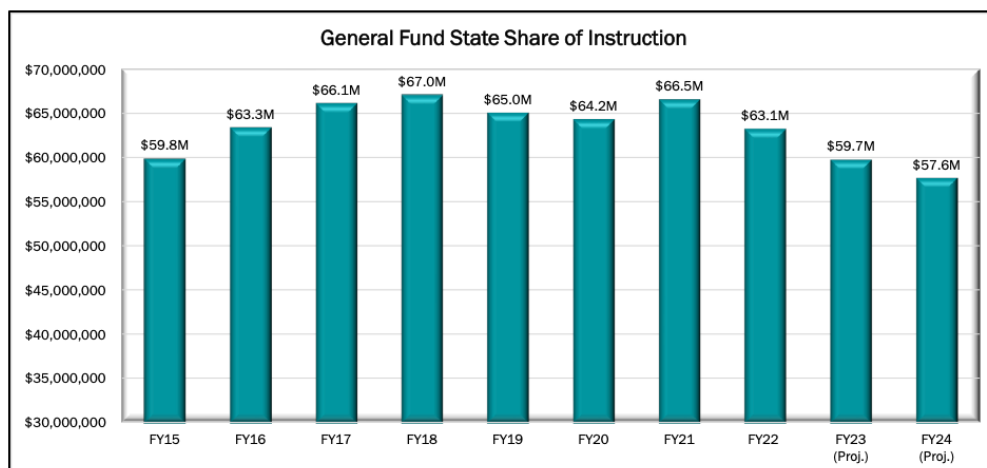
Student tuition and fees represent approximately 18% of the College’s FY24 operating revenues. The total estimated FY24 revenue is \$39.2 million, a decrease of \$3.3 million from the original FY23 budget. This decrease is due to greater than anticipated enrollment declines in FY23 offset by a projected 0.4% enrollment increase in FY24. The College offers three incentive programs to help mitigate the impact of tuition increases on existing students, including 15+ Perks, 30 Credit Hour Standard and Tuition Guarantee. The 15+ Perks program is an incentive for students to enroll full time and earn rewards equal to 50% of tuition. The 30 Credit Hour Standard program

provides a 50% waiver on tuition for up to 12 credits when a student receives 30 credits within the academic year. Finally, the Tuition Guarantee program freezes tuition for three years at the hourly rate a student pays in their first term if they meet certain criteria. In addition to internal incentive programs, College Credit Plus allows the College to charge students taking college-level courses at their high school less for tuition. All of these programs will benefit our students and help with our completion goals.



### State Share of Instruction (SSI)

All public institutions of higher education in Ohio receive state financial assistance for both operations and designated capital improvements through appropriations by the General Assembly. These appropriations contribute substantially to the successful maintenance and operation of the College. The funding formula for FY24 will be substantially the same as FY23, with 50% based on course completion, 25% based on success points and 25% based on completion. The state of Ohio's FY24/FY25 biennium budget will not be finalized until approximately June 2023; therefore, any potential changes to the Statewide SSI allocation are currently unknown. We anticipate a 2.5% reduction in SSI dollars allocated to the College for FY24. As a result, we are projecting SSI funding contributions to the FY24 General Fund operating revenues to be \$57.6 million. The total College SSI funding for FY24 is projected to be \$62.4 million.

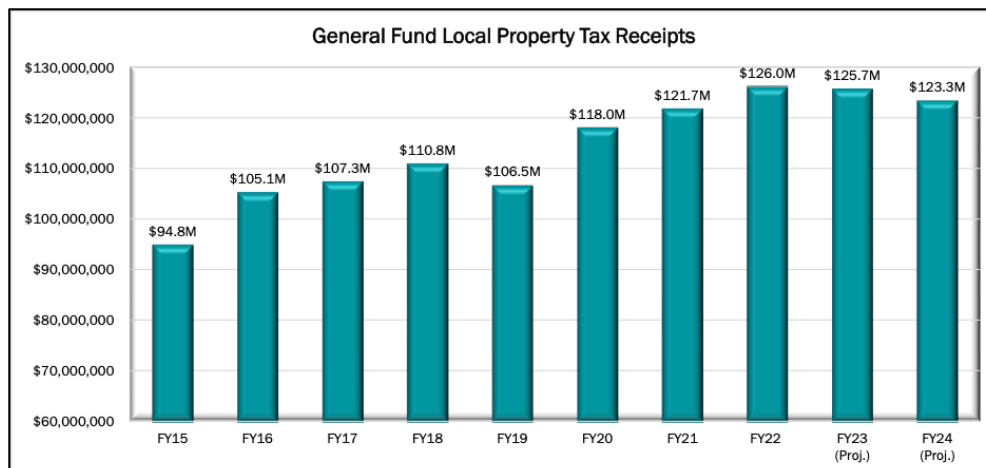




## County Levies

The citizens of Cuyahoga County help to finance the College's mission through approval of property tax levies. This funding allows the College to provide a wide range of community service programs, to keep programs up-to-date, and it helps fund a portion of capital and technology investments.

The voters of Cuyahoga County have approved two operating levies to support the College. In November 2014, voters approved a 2.1 mill levy, which included a 0.9 mill increase over the prior levy. This 2.1 mill levy runs from January 2015 to December 2024. The second levy is a 2.3 mill levy passed by voters in November 2019 and runs until December 2029. Although the final voted mill ages are 2.1 and 2.3 (4.4 mills total), the effective millage is adjusted as total property valuations in the county increase. The adjustment of the effective millage rate for property tax levies means that as the total valuation in the county increases, the College does not automatically receive additional revenue at the same rate as the increase in property valuation. The current effective millage for the combined levies is 3.45 mills, as property values have increased in the county over the last several years. Factoring in various millage effective rates, property tax classifications and timing of property tax payments, the two levies combined are scheduled to generate \$125.1 million in gross revenue in FY24 before accounting for delinquency losses of \$1.8 million.



The College also works closely with the county to forecast the actual collection of taxes, since tax revenues are projected to be 56% of College operating revenues in FY24. In addition to effective millage, property tax receipts are affected by assessed valuations, delinquencies and the timing of payments. Assessed valuations throughout Cuyahoga County increased from \$34.8 billion to \$35.1 billion as of February 2023. Additionally, we anticipate delinquencies rates to be consistent with recent trends. Due to all of these factors, the College has estimated net property tax revenues of \$123.3 million in FY24.

## Interest Income and Other Sources

Interest income and other sources are projected slightly up from the FY23 budget amount at \$2.1M.

## FY24 Other Revenues

The Other Revenues classification includes additional non-operating sources of revenue for the College. The following section provides an overview of the three major types of other revenues: restricted grants and contracts, WCED and fees for services.

### Restricted Grants and Contracts

The revenues the College receives from restricted grants and contracts are designated by the grantor for a specific purpose, which requires the College to place the resources into separate restricted funds. Student financial aid makes up the largest portion of restricted funds and is a vital source of funding for many students at the College. Approximately 85% of financial aid dollars the College receives are from Federal Pell Grants and direct loans. Changes to federal financial aid regulations, especially to the Pell Grant program, over the last few years, have made it more difficult for students to get the financial support they need to help pay for college.

Revenues from student financial aid have decreased over the last couple of fiscal years. This is due to declining enrollment and the College's strategy to reduce loan default rates. For FY24, revenues from restricted grants and contracts are projected at \$47.7M.

### Workforce, Community and Economic Development Division (WCED)

The WCED revenues are generated from credit and noncredit student fees, contract training and facility rentals and the credit component of SSI. The FY24 WCED revenues are projected at \$14.6 million, including \$4.8 million from SSI revenues attributed to the WCED credit classes. Sources of these revenues include tuition, fees and SSI from programs such as skilled trades, manufacturing training, information technology, truck driving and public safety academies.

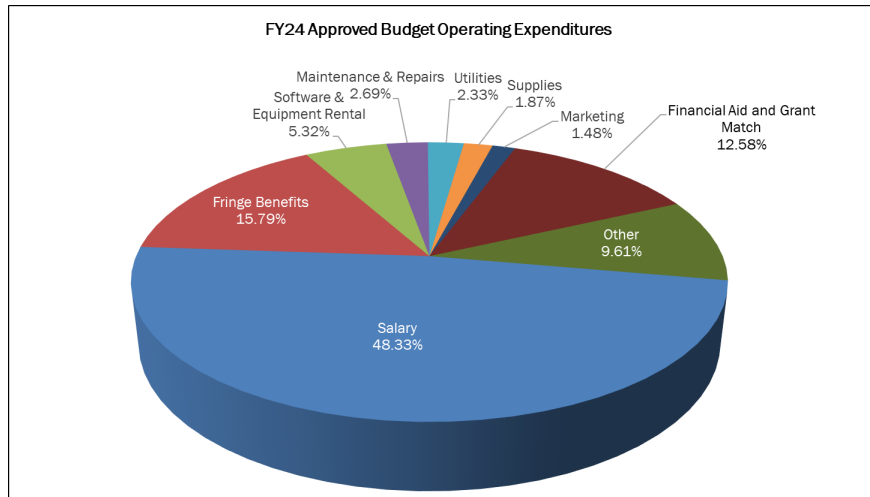
### Fee for Service Operations

The fee for service operating revenues includes the College book centers, food service, parking operations and quasi-auxiliary operations. The combined revenues are forecasted to decrease by approximately 8.2% to \$7.9 million in FY24. This decrease in FY24 is primarily related to textbook affordability initiatives.

## FY24 Total College Operating Expenditure Summary

Tri-C's primary mission is to provide affordable and accessible higher education to the residents of Cuyahoga County. To deliver this service, the College expends funds in the following major categories:

- Staffing
- Student Financial Assistance and Grant Matching
- Plant Operations and Facilities Maintenance



The FY24 total expenditures budget is portrayed by major accounts in the following FY24 Approved Budget Total Expenditures chart. In order to provide an affordable education, the College must continually evaluate its operating cost structure. All of the College’s processes, operations, services and facilities are reviewed to optimize efficiency and economies of scale. During the annual planning process, the College reviews its future expenditures and considers them against both internal and external factors. The College expects to improve the ability to forecast, control and manage expenditures by weighing environmental factors, run rates and industry benchmarks in the aforementioned categories.

Operating Expense Description	Operating Expense (\$)	Operating Expense (%)
Salary	\$ 140,900,120	48.33%
Fringe Benefits	46,032,497	15.79%
Software & Equipment Rental	15,510,412	5.32%
Maintenance & Repairs	7,837,217	2.69%
Utilities	6,794,004	2.33%
Supplies	5,450,199	1.87%
Marketing	4,318,514	1.48%
Financial Aid and Grant Match	36,688,380	12.58%
Other	28,034,438	9.61%
<b>Total Operating Expenditures</b>	<b>\$ 291,565,781</b>	<b>100.00%</b>

### Staffing

Staffing is the College’s major expenditure item, accounting for approximately 74% of the annual total College budget (excluding Restricted Funds). There is a wide range of position classifications, including full-time, part-time, seasonal, instructor, interim, adjunct faculty and faculty on sabbatical. In order to ensure the College’s product is delivered economically and at the highest quality, the composition of faculty and staff must be continually analyzed and adjusted as needed.

The College employs both union and non-union personnel. There are three unions currently in place at the College: American Association of University Professors (AAUP) — faculty; American

Federation of State, County and Municipal Employees (AFSCME) — plant operations and public safety personnel; and District 1199 Service Employees International Union (SEIU) — support staff. Wages, which are negotiated between the College and the Unions, include general wage increases, step increases and longevity bonuses. The union contracts mandate the wages and increases for the length of the contract (usually three years). Therefore, these wage costs are predetermined during each contract cycle; for FY24 union wages (with steps) were approved to increase between 2.75% and 3.75%.

Non-union personnel include full-time and part-time staff. Unlike union staff, these costs are not driven by a labor agreement and non-union staff are not eligible for step increases. As such, the College has more flexibility to adjust non-union costs annually to ensure budgets are aligned with strategic initiatives. General wage increases for non-bargaining employees tend to mirror the increases provided to the bargaining units; in FY24 non-union wages are approved to increase 3.0%.

Fringe benefits are a major component of the College's staffing expenditure. The two largest factors in fringe benefit costs are retirement contributions and health care. Retirement contribution percentages are developed by state agencies such as OPERS and STRS and average about 14% of an employee's pay. These retirement costs are tied to changes in wages; if wages increase by 1%, retirement contributions will also increase by 1% and are incurred for faculty, full-time and part-time staff employed by the College. The second major component, health care, is only offered to faculty and full-time staff. These costs are shared by the College and employee groups in an average 80/20 split, respectively. The College must continually evaluate the components of fringe benefits in order to keep the cost from growing exponentially.

### **Student Financial Assistance and Grant Matching**

In order to provide affordable higher education, the College offers various Student Financial Assistance options which comprise approximately 12.6% of the College's overall budget. All forms of financial assistance including grants, scholarships, student loans and public benefits, have certain criteria that must be met to receive and maintain eligibility. In addition to federally funded programs such as the Federal Pell Grant and Federal Work-Study, the College budgets for and offers over \$1.6 million for scholarship opportunities, including those focused on success and completion, as well as merit-based awards for students who excel in the classroom or awards to serve on Student Government.

### **Plant Operations and Facilities Maintenance**

A clean, comfortable and safe environment must be maintained throughout the College's 3.4 million square feet of building space and 540 acres of grounds to provide students the greatest opportunity to successfully complete the learning experience. In order to provide that, the College must ensure operational needs are fully understood and the budget is appropriately allocated. Therefore, the overall design, capacity and condition of facilities and equipment must be continually reviewed. As the campuses continue to age, there must be a



robust and highly organized method for communicating needs so they can be prioritized, tracked and completed. The College must also ensure the maintenance program is adequately funded to provide the appropriate routine of care that will maximize operational function and reliability of all College equipment and facilities. In FY24 the College has allocated \$11.5 million to such efforts.

The College must also ensure adequate budgetary dollars are available to supply utilities at a level that will maximize comfort and cleanliness. In order to do so, the College tracks and trends utility data (electric power, natural gas and water/sewer) for all of its facilities. The trended historical data for these utilities is used to forecast the budget each new fiscal year. The challenge in this is that the annual spend on each given utility for the institution is affected by a wide variety of factors such as student and staff population, square footage changes, degrading building conditions, energy savings measures deployed, the weather and the unit cost of the utility itself. Further, the unit cost for each new fiscal year is estimated at budget preparation in December/January such that peak season electric rates are six months away, and peak season natural gas rates are 12 months away. Due to increasing gas and electric utility rates for FY24, the College estimates that utility expenses will increase approximately 4.9% over the FY23 budgeted amount.

## Facilities Development, Capital and Construction Project Summary

Tri-C continues to implement its capital improvement program on its campuses. Capital expenditures include projects and equipment over \$5,000, which are one-time purchases and not included in the College’s operating costs. The College’s Phase II Facilities Master Plan is intended to keep the College positioned as one of the top learning environments in the nation. New Master Plans for the Campuses will serve to further enhance the success, learning and experiences of our students.

For FY23 and FY24, the College received \$15.3 million from the state of Ohio for Capital Projects. The following section summarizes the Capital Program projects planned to start or continue in FY24. The projects benefit the College and the community and have a collective impact on the campuses, staff and students.

Summary of Current and Proposed Major Capital Projects FY23-FY24				
		Construction		
Project Cost Est.	Project	Beginning	Expected Completion	
\$ 5,200,000	Eastern Campus Quad - Phase III	Apr-23	Mar-24	
\$ 5,600,000	Deferred Infrastructure Maintenance	Oct-22	Jun-24	
\$ 4,500,000	Eastern Campus Education Center Art Renovations (Phase III)	Jul-23	Aug-24	

### Eastern Campus Quad Phase III

In 2007, the College acquired a large parcel of land from Cuyahoga County, contiguous with the existing campus. That purchase doubled the size of the Eastern Campus to over 200 acres, providing a tremendous canvas for future growth and expansion. This purchase, in conjunction with the recent and robust economic development of the area, has given us the opportunity to expand the Campus and create additional innovative programming.

This project will focus on necessary infrastructure maintenance upgrades to vehicular and pedestrian pathways to provide safer routes to our facilities. It will also address stormwater management, parking lot and road reconfiguration and resurfacing, improved exterior lighting, site grading and necessary development and maintenance of the acquired land.

Phase III work will also include reconstruction of the Student Services, Mandel and Education Center building entrances, making them safer, more accessible and in alignment with the work completed during phases I and II.

The College's vision is for the Eastern Campus to become an educational and cultural nucleus for both its students and the community. This campus is poised to be the hub for not only student creative learning, but also for engagement of the eastern Cuyahoga County community.

### **Infrastructure Maintenance**

Collegewide infrastructure maintenance projects are those which allow the College to care for and maintain its current facilities, ensuring students, faculty and staff have a safe, clean and comfortable environment in which to learn, work and succeed. For FY24, the following projects are planned:

#### Collegewide

- HVAC upgrades and ceiling tile replacements
- LED light fixture upgrades
- Phase II, restroom renovations

#### District Administrative Offices

- Building envelope
- Roof replacement

#### Eastern Campus

- Asphalt track restoration
- Education Center roof repairs and building envelope
- High voltage distribution and testing
- Loading dock expansion
- Masonry repairs

#### Metro Campus

- Ceiling tile, grid and lighting updates
- Masonry repairs

#### Transportation Innovation Center

- Lot resurfacing

#### Western Campus

- Door replacements
- Mechanical room renovations
- Steam reduction station repairs

## **East Education Center Art Renovations**

Over the past several years the Eastern Campus Education Center building has undergone a series of renovations and upgrades to maintain and improve the overall function, stability and longevity of the oldest building on campus. The vision is to modernize and upgrade the entire building to serve as a center for Education and Art.

Phase III renovations include a continuation and completion of phase I renovations, which include renovations to an additional 25,000 square feet of space including classrooms, pottery, sculpture and art studios and common space. Renovations include critical upgrades such as adding fire sprinkler systems, removing hazardous materials and finalizing HVAC system upgrades for the building. Phase III renovations will provide a building that is safe, efficient and updated for student and community use. The project will be designed during FY23 with planned renovations occurring in FY24.

## **Impact of Capital Expenditures on the Operating Budget**

To maintain the financial strength and to preserve the College for future generations, the recurring non-capital costs of new facilities as well as non-recurring capital projects must be reviewed for the impact on the operating budget.

### **Operational Analysis**

Aside from the varying ages of the facilities and the functionality and efficiencies identified in the Ten-year Collegewide Academic and Facilities Master Plan, the College also evaluates the potential operational costs of any capital investment. Years after a capital investment is made, the College will continuously evaluate the operational structure, operating costs and activities of the organizational units in a facility. With any capital project, the impact on the College's entire financial health is evaluated. The capital projects do not just impact the organizational unit housed in the building. We do not expect significant additional costs associated with capital expenditures planned for FY24. In addition to completing an operational analysis to determine cost changes as a result of expansion, additional analyses are conducted to identify any efficiencies and/or process improvements. These reviews historically have produced other minor changes or processes that provided a positive operational impact, such as the responsible print management initiative, the surplus asset management initiative, procurement system upgrades to My Tri-C Buy and sensor-controlled lighting in various College buildings.

### **Sustainability Analysis**

One such operational analysis focuses on incorporating sustainability in curriculum, improving energy efficiency, building and renovating healthy and efficient spaces, improving stormwater management, reducing waste and increasing recycling, improving procurement processes and communicating our successes. The College has allocated \$500k to sustainability initiatives in FY24. Regularly reported data from the College's waste and recycling hauler allows us to adjust service levels to improve efficiency and save money. Composting from Hospitality teaching kitchens and campus food service outlets divert food waste to make soil. Tri-C's Asset Management department manages the recycling or repurposing of electronic wastes, furniture and other equipment no longer useful to the College. Tri-C's Plant Operations departments divert significant amounts of waste from the landfill by recycling scrap metal, landscaping waste and other items that can be reused or recycled.

Tri-C boasts eight buildings that have achieved certification under the US Green Building Council's Leadership in Energy and Environmental Design (LEED) program.

Numerous Tri-C faculty members have integrated sustainability concepts into their curriculum and are sharing their successes and challenges faced in this effort with their colleagues through presentations and professional development events. Events celebrating Earth Day take place at each campus annually, virtually or in person, and the College is an active participant in community sustainability events and initiatives, especially the City of Cleveland's Sustainable Cleveland initiative.

### **Infrastructure Maintenance**

On a continuous basis, the College documents, categorizes and prioritizes all known infrastructure maintenance (IM) projects. Based on input from Plant Operations, a list of projects, prioritized by greatest need, are addressed each year as available funding allows. State and local funds are expected to be utilized to implement \$6 million of projects during FY24. As those projects are completed, the existing list of infrastructure projects are still projected to total \$15 million in outstanding identified projects that are unfunded. Plans are in place to address \$4 - \$6 million of these projects in the next three fiscal years. As the College reduces the deferred infrastructure maintenance, planning for the next phase of roof replacements; boiler, chiller and air handling unit replacement; and parking lot resurfacing and repairs will occur. The College is committed to ensuring outstanding IM projects are within a manageable range of between \$16M and \$26M.

### **Infrastructure Marginal Analysis**

Finally, the College must review the annual operating impact of non-recurring capital expenditures. The maintenance expenditures are included primarily in the [A&F financial dashboard](#) and the [Workforce Solutions dashboard](#).

## **FY24 Debt Obligations Overview**

The College currently has five long-term debt obligations outstanding, including the Series F General Receipt Bonds, Series E General Receipt Bonds, two Certificates of Participation and General Obligation Bonds. Long-term debt is issued for construction and renovation projects.

In September 2002, the College issued \$29,105,000 of Series A General Receipt Bonds for the purpose of constructing Corporate College® facilities. In May 2012, the College refinanced the Series A General Receipt Bonds, to take advantage of declining interest rates, by issuing the Series D General Receipt Bonds. The Series D General Receipts Refunding Bonds (Aa2 rated Moody's Investor Services, AA- rated Standard and Poor's) were issued for \$21,900,000, and interest rates range between 2.0 and 5.0%. The bond issue was comprised of \$8,605,000 in serial bonds and \$13,295,000 in term bonds. The serial bonds were issued for a 10-year period with a final maturity of August 1, 2022, and the term bonds were issued for a 10-year period with a final maturity date

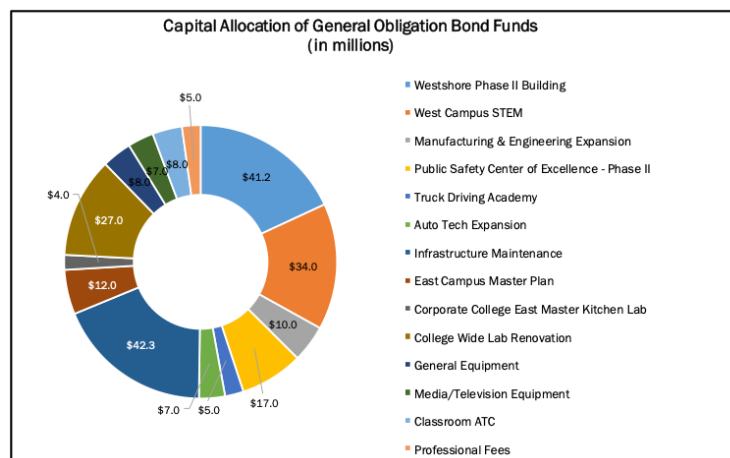


of August 1, 2032. In May 2022, the College issued \$13,665,000 of Series F General Receipts Bonds that refunded the remaining Series D General Receipts Bonds from 2012 to secure a lower interest rate.

In April 2009, the College issued \$121,090,000 of Series C General Receipt Bonds for the purpose of various capital projects and to retire the College’s Tax Anticipation Notes. The bond issue was comprised of \$50,290,000 in serial bonds and \$70,800,000 in term bonds. The serial bonds were issued for a 10-year period with a final maturity of August 1, 2019, and the term bonds were issued for a 10-year period with a final maturity date of February 1, 2029. Interest rates range between 2.00 and 5.25%. In March 2016, the College refunded \$65,130,000 of the remaining outstanding Series C General Receipt Bonds by issuing the Series E General Receipt Bonds (Aa2 rated Moody’s Investor Services, AA- rated Standard and Poor’s). The bond issue consisted completely of serial bonds, issued for a thirteen-year period, with a final maturity date of February 1, 2029. Interest rates range between 1.35 and 5.00%. This refunding is expected to save \$6,255,000 over the life of the bonds.

In July 2009, the College issued Certificates of Participation, Series 2009, for \$10,575,000 (the “Certificates”). The proceeds of the Certificates were used to finance the acquisition, construction, furnishing and equipping of the Brunswick University Center and to pay the costs of issuing the Certificates. In March 2017, the College refinanced the Certificates of Participation, to take advantage of declining interest rates. The Certificates of Participation – 2017 Refunded were issued for \$5,245,000, with an interest rate of 2.23%. The payment of Base Rent and other amounts due under the Lease, and the renewal of the Lease, is subject to annual appropriation by each future Board member and Treasurer of the College. The College presently intends to renew the Lease throughout the term of the agreement.

In March 2018, the College issued \$227,500,000 of Series 2018 (Aa1 rated Moody’s Investor Services, AA rated Standard and Poor’s) voted general obligation debt for the purpose of paying all or a part of the costs of campus-wide renovations of facilities including (1) the costs of acquiring, constructing, furnishing and equipping the capital facilities, or such other acquisition of sites, erection, furnishing and equipping of buildings, or acquisition, construction or improvement of property; (2) funding capitalized interest; (3) repaying moneys previously borrowed, advanced, or granted and expended for such purpose; and (4) paying costs of issuance of the Bonds.



In November 2019, the College issued Certificates of Participation, Series 2019, for \$1,820,000 (the “Certificates”) with an interest rate of 2.018%. The proceeds of the Certificates were used to finance the acquisition of a property near the Brunswick University Center.

Other principal and interest payments for FY24 include \$615k due on various leases associated with House Bill 7 and \$2 million in leases for various IT equipment.

Cuyahoga Community College Debt Service Schedule						
Debt Instrument	Issuance Date	Par Amounts of Bonds	Term	Maturity	Amount Outstanding July 1, 2023	FY24 Principal & Interest
General Receipts Bond - Series E	3/9/2016	\$ 65,130,000	13 years	2/1/2029	\$ 47,470,000	\$ 9,003,400
General Receipts Bond - Series F 2022 Refunded	5/3/2022	\$ 13,665,000	10 years	6/30/2033	\$ 12,850,000	\$ 1,522,335
Certificates of Participation - 2017 Refunded	3/1/2017	\$ 5,245,000	8 years	6/30/2024	\$ 897,000	\$ 916,983
General Obligation Bond - Series 2018	3/1/2018	\$227,500,000	25 years	12/1/2042	\$189,980,000	\$ 13,949,875
Certificates of Participation - Series 2019	11/26/2019	\$ 1,820,000	10 years	6/1/2029	\$ 1,188,000	\$ 211,974

### Legal Debt Limits

The College established a [debt procedure](#) that identifies process, metrics and restrictions for issuing debt. The procedure sets metrics and guidelines that allow the College to issue debt in order to fulfill the mission and vision while being fiscally responsible.

For the College to issue debt, the following legal debt limits apply:

- General receipt bonds – There is no debt limit per the Ohio Revised Code; however, the current Series F and Series E bond documents require the total fiscal year general receipts be 1½ times the maximum bond service charges on all outstanding general receipt bonds.

The legal debt limits are reviewed during the annual long-range planning process and prior to issuing new debt. Based on the College’s current maximum bond service coverage for general receipts, the College must have more than \$15.79 million in general receipts for FY24. The aforementioned amount is based on the current Series F and Series E payments. The College is in compliance with the bond documents in both scenarios.

## FY24 Financial Dashboards



The following section contains a comprehensive overview of the financial forecasts for the FY24 budget. A Total College Statement of Revenues and Expenditures and Operating Expenditures Dashboards have been prepared to provide an overview of the FY24 budget. To provide support to these, an Operating Expenditure Dashboard has also been prepared at the fund, major operating unit (MOU), campus and Capital and Construction levels (see the [FY24 Budget Dashboard Hierarchy](#)). The dashboards provide supporting level expenditure detail, insight into

FY23 to FY24 budget variances, as well as fund and MOU allocations so that an assessment of the expenditures can be made from the bottom up.

### Dashboard Overview

The College budget changes to meet the needs of the community, as well as to operate efficiently and effectively. Many of the College divisions have budgetary changes to accommodate the fluctuating needs of the College, community, or funding agency, with the most notable of these in the General Fund since it is the largest fund. Some of the FY24 budget highlights involve organizational unit restructuring, funding realignment and strategic cost containment measures.

In FY24 in the General Fund President division expenses increased by approximately \$1.2M due to general wage increases, a realignment of staffing and operating expenses for Student Accessibility Services, the addition of an Executive Vice President of Strategy and additional budget to support a more robust marketing campaign.

In FY24 in the General Fund A&F division, divisional expenses increased by approximately \$2M due primarily to contractual and general wage increases as well as operational expenses increasing. Anticipated increases in Utilities expenses account for nearly \$1M of the increase as well as software and technology leasing accounting for over \$220k.

The General Fund AL&S division expense budget increased \$535k from FY23 to FY24. The divisional expense increase can primarily be attributed to expected increases in fringe benefit costs. Operating expenses across the division were realigned to more strategically support initiatives but remained relatively flat with a modest increase of just \$11k year over year.

For FY24, the Quasi and Auxiliary funds had an overall reduction of \$325k. Anticipated reductions in Book Center revenue are expected to result in decreased expenditures. Additionally, a renegotiated contract is expected to result in a reduction of expenses by over \$435k. Food Service expenses are expected to increase by just under \$100k related to repurposing of the restaurant facility in Public Square.

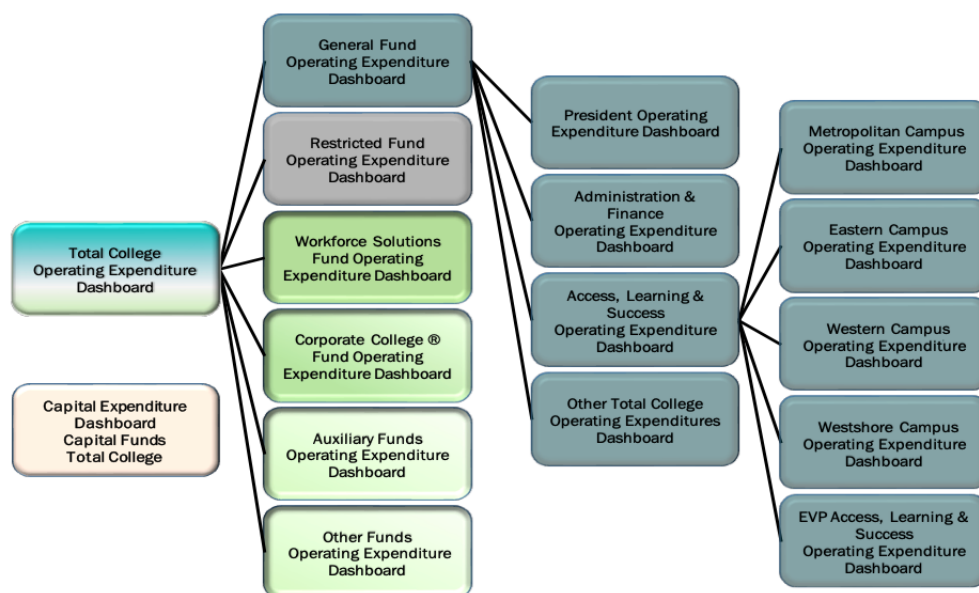
Through an in-depth analysis of historical spending patterns and a focus on aligning expenditures properly, the Workforce Solutions total expenditures increased in FY24 by approximately \$647k. This increase is primarily the result of an expected increase in enrollment. In addition, Corporate College expenditures are anticipated to increase in FY24 compared to FY23 due to an increase in expenses to support the rental of facilities.

The Restricted Funds are showing a decrease from FY23. The financial aid component makes up the largest portion of Restricted Funds and is a critical funding component for the students of the College. Changes to both state and federal financial aid regulations have made it more difficult for students to obtain financial support for College. Pell Grant revenue peaked in FY11 at \$61.8 million, and it is forecasted to be around \$21.3 million for FY24, representing a 66% decline. Pell Grant revenues will continue to decline based on financial aid regulations and enrollment declines.

Finally, in order to insulate the College from unanticipated changes in revenues and/or expenditures, a budget stabilization fund was established within the General Fund. In addition to protecting the College from unanticipated revenue reductions, the \$5.0M set aside in the budget stabilization fund will be used to fund unforeseen, non-recurring expenditures as the College returns to on-ground operations and the new normal.

### FY24 Budget Dashboard Hierarchy

The dashboard hierarchy portrays how each dashboard relates to the total College FY24 budget. Each dashboard consolidates the budgets for the bottom level operating units as described in the [Major Operating Unit Overview](#). Each dashboard contains variance analyses associated with the five largest budgetary dollar changes from FY23 to FY24.



### Component Unit Budget

The document does not include the Cuyahoga Community College Foundation budget, which is included in the audited College financial statements as a component unit. The Foundation supports the mission of Tri-C as the place Where futures beginSM through fundraising activities that support scholarships and educational program development and enhancement. As a tax-exempt 501(c)(3) charitable organization, the Tri-C Foundation receives tax deductible donations from foundations, individuals, corporations and other organizations to support Tri-C.

## Dashboards

The statement of revenue and expenditures and all of the budget financial dashboards are presented in the remainder of this section.

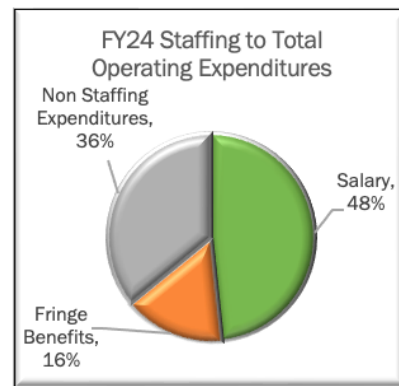
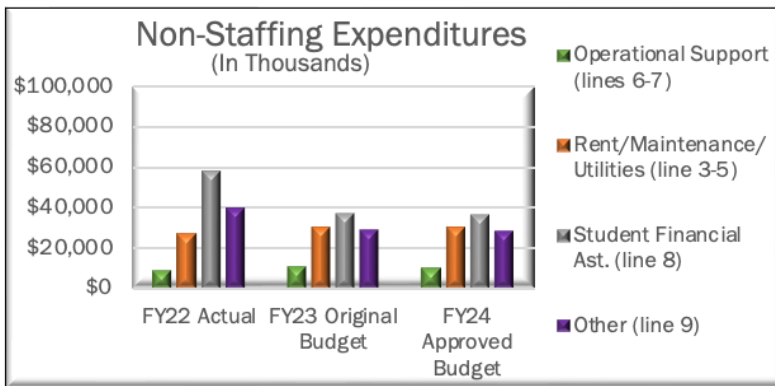
<b>Cuyahoga Community College</b>					
<b>Total College - Statement of Revenue and Expenditures</b>					
Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to Original Budget	% variance to Original Budget
<b>Beginning Fund Balance</b>	<b>\$59,193,969</b>	<b>\$94,948,320</b>	<b>\$99,787,128</b>	<b>\$4,838,808</b>	<b>5.10%</b>
<b>REVENUE:</b>					
1 County Levies	126,019,357	124,287,353	123,296,818	(990,535)	(0.80%)
2 Restricted Grants & Contracts	89,868,848	49,079,590	47,671,277	(1,408,313)	(2.87%)
3 State Share of Instruction (Gen. Fund)	63,148,275	62,813,508	57,579,568	(5,233,940)	(8.33%)
4 Student Fees	42,145,419	42,538,588	39,236,281	(3,302,307)	(7.76%)
5 Auxiliary Services	8,509,941	8,651,282	7,939,482	(711,800)	(8.23%)
6 WCED	11,367,644	13,084,155	14,565,875	1,481,720	11.32%
7 Interest Revenue & Other Sources	15,571,311	2,000,000	2,060,000	60,000	3.00%
<b>8 Total Revenue</b>	<b>356,630,795</b>	<b>302,454,476</b>	<b>292,349,301</b>	<b>(10,105,175)</b>	<b>(3.34%)</b>
<b>OPERATING EXPENDITURES:</b>					
9 Salary	112,042,150	124,502,600	124,298,650	(203,950)	(0.16%)
10 Fringe Benefits	36,559,032	40,811,943	42,058,859	1,246,916	3.06%
11 Software & Equipment Rental	12,580,070	13,824,769	14,217,502	392,733	2.84%
12 Maintenance & Repairs	7,229,994	7,775,778	7,429,993	(345,785)	(4.45%)
13 Utilities	4,813,812	6,464,790	6,778,821	314,031	4.86%
14 Supplies	2,205,038	3,710,436	2,909,418	(801,018)	(21.59%)
15 Marketing	3,969,138	4,326,069	4,196,107	(129,962)	(3.00%)
16 Financial Aid and Grant Match	893,388	1,675,662	1,623,386	(52,276)	(3.12%)
17 Other	8,180,681	15,417,639	14,344,692	(1,072,947)	(6.96%)
<b>18 Base Operating Expenditures</b>	<b>188,473,303</b>	<b>218,509,686</b>	<b>217,857,428</b>	<b>(652,258)</b>	<b>(0.30%)</b>
19 Restricted Grants & Contracts	89,868,848	49,079,590	47,671,277	(1,408,313)	(2.87%)
20 Auxiliary Services	7,684,446	7,631,200	7,300,525	(330,675)	(4.33%)
21 WCED	16,096,477	17,322,110	18,736,551	1,414,441	8.17%
<b>22 Total Operating Expenditures</b>	<b>302,123,074</b>	<b>292,542,586</b>	<b>291,565,781</b>	<b>(976,805)</b>	<b>(0.33%)</b>
<b>CAPITAL ALLOCATIONS &amp; TRANSFERS:</b>					
23 Technology Plan	350,000	350,000	350,000	0	0.00%
24 Deferred Maintenance & Equipment	4,592,671	4,500,000	3,750,000	(750,000)	(16.67%)
25 Equipment/Technology Allocations	4,942,671	4,850,000	4,100,000	(750,000)	(15.46%)
26 Capital & Construction Operations	1,092,003	0	0	0	N/A
27 HB 7 Debt Service	614,749	614,749	614,749	0	0.00%
28 Brunswick Higher Education Facility	1,132,065	1,129,230	1,128,958	(272)	(0.02%)
29 Debt Service	10,711,125	10,713,000	10,525,735	(187,265)	(1.75%)
<b>30 Capital Plan Allocations</b>	<b>13,549,942</b>	<b>12,456,979</b>	<b>12,269,442</b>	<b>(187,537)</b>	<b>(1.51%)</b>
31 Other Allocations & Transfers	260,757	1,548,153	6,272,922	4,724,769	305.19%
<b>32 Total Capital Allocation &amp; Transfers</b>	<b>18,753,370</b>	<b>18,855,132</b>	<b>22,642,364</b>	<b>3,787,232</b>	<b>20.09%</b>
<b>33 Total Exp., Capital Alloc. &amp; Trans.</b>	<b>320,876,444</b>	<b>311,397,718</b>	<b>314,208,145</b>	<b>2,810,427</b>	<b>0.90%</b>
<b>34 Ending Fund Balance</b>	<b>\$94,948,320</b>	<b>\$86,005,078</b>	<b>\$77,928,284</b>	<b>(\$8,076,794)</b>	<b>(9.39%)</b>

## TOTAL COLLEGE OPERATING EXPENDITURES

This dashboard highlights the Total Operating Expenditures of the College, which includes Restricted Funds, WCED, Auxiliary Funds, Other Funds and the General Fund. The Capital Allocations and Transfers are budgeted at the Total College level; however, they are not part of the operating expenditures (see Total College – Statement of Revenues and Expenditures).

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$128,562,493	\$141,522,045	\$140,900,120	(\$621,925)	(0.44%)
2	Fringe Benefits	40,410,237	44,505,370	46,032,497	1,527,127	3.43%
3	Software & Equipment Rental	14,348,273	15,347,084	15,510,411	163,327	1.06%
4	Maintenance & Repairs	7,615,440	8,141,185	7,837,217	(303,968)	(3.73%)
5	Utilities	4,813,812	6,496,172	6,794,004	297,832	4.58%
6	Supplies	4,535,536	5,967,419	5,450,199	(517,220)	(8.67%)
7	Marketing	4,147,750	4,424,783	4,318,514	(106,269)	(2.40%)
8	Financial Aid and Grant Match	57,976,573	37,147,573	36,688,380	(459,193)	(1.24%)
9	Other	39,712,963	28,990,960	28,034,437	(956,523)	(3.30%)
<b>10</b>	<b>Total Oper. Expenditures</b>	<b>\$302,123,077</b>	<b>\$292,542,591</b>	<b>\$291,565,779</b>	<b>(\$976,812)</b>	<b>(0.33%)</b>

Variance Analysis by Line Item for Increase ⬆️ or Decrease ⬇️		
1	⬇️	Decrease is due to fewer positions needed to support declining enrollment in FY23.
2	⬆️	Increase is a result of anticipated health care cost increases.
6	⬇️	Decrease is a result of planned cost containment measures.
8	⬇️	Decrease is due to fewer positions needed to support declining enrollment in FY23.
9	⬇️	Decrease is due to federal coronavirus relief funding being fully spent down in FY23.

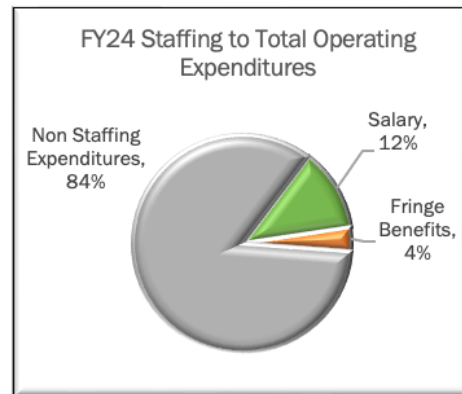
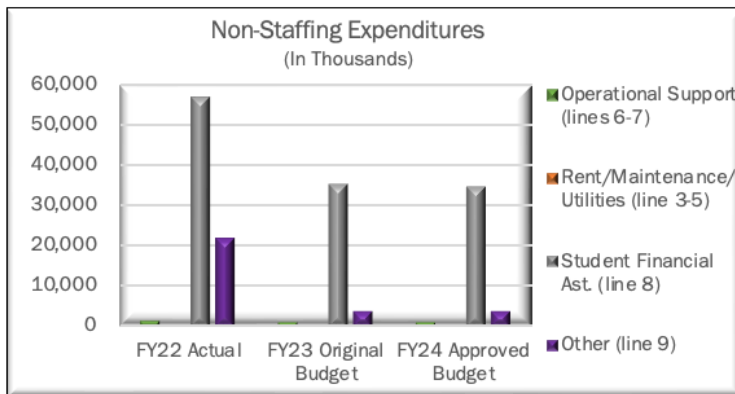


## RESTRICTED FUNDS OPERATING EXPENDITURES

The primary purpose of the Restricted Funds are for student financial assistance and other grants. The sources are primarily from federal and state level funds; however, additional private funding sources are also possible. This dashboard takes the high-level forecast and approximates the detailed expenses based on historical spending; however, the student financial assistance forecast is based on forecasted levels of student enrollment.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$6,917,349	\$6,559,472	\$5,900,580	(\$658,892)	(10.04%)
2	Fringe Benefits	1,987,854	1,525,693	1,672,446	146,753	9.62%
3	Software & Equipment Rental	468,353	447,776	16,817	(430,959)	(96.24%)
4	Maintenance & Repairs	12,239	3,299	29,599	26,300	797.21%
5	Utilities	0	31,382	15,183	(16,199)	(51.62%)
6	Supplies	1,283,794	1,138,628	1,039,191	(99,437)	(8.73%)
7	Marketing	158,767	38,938	67,083	28,145	72.28%
8	Financial Aid and Grant Match	57,082,092	35,456,643	35,060,994	(395,649)	(1.12%)
9	Other	21,958,402	3,877,759	3,869,384	(8,375)	(0.22%)
10	<b>Total Oper. Expenditures</b>	<b>\$89,868,850</b>	<b>\$49,079,590</b>	<b>\$47,671,277</b>	<b>(\$1,408,313)</b>	<b>(2.87%)</b>

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↓	Decrease is due to fewer positions needed to support declining enrollment in FY23.
2	↑	Increase is due to anticipated medical expense increases Collegewide.
3	↓	Decrease is due to the spend down of federal coronavirus relief funding.
6	↓	Decrease is due to fewer supplies need to support declining enrollment in FY23.
8	↓	Decrease is due to declining enrollments, PELL limits and financial literacy programs.

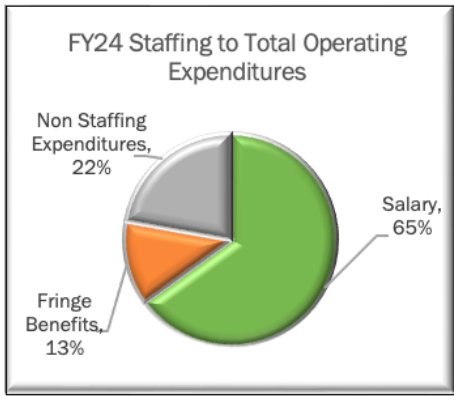
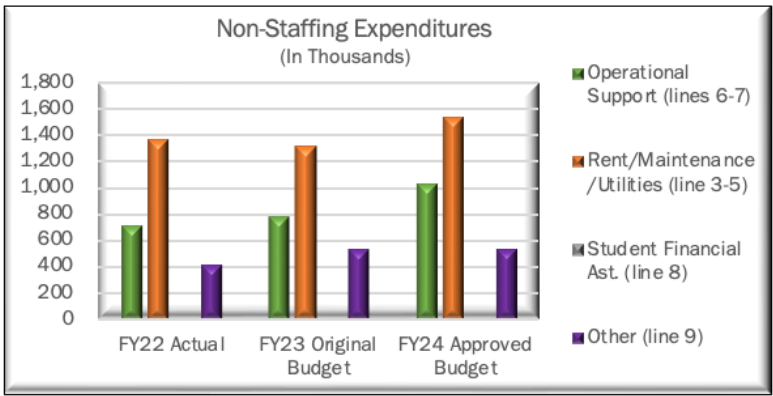


## WORKFORCE SOLUTIONS FUND OPERATING EXPENDITURES

The WCED division includes Workforce Solutions made up of various Centers of Excellence (Information Technology, Manufacturing Technology and Public Safety) and the Office of Community Continuing Education (OCCE) and Encore. Workforce Solutions provides both credit and non-credit courses focusing on industry sectors that represent growth and high-demand jobs designed to reduce the skills gap in Northeast Ohio.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$8,559,841	\$9,010,370	\$9,121,740	\$111,370	1.24%
2	Fringe Benefits	1,515,895	1,718,654	1,793,716	75,062	4.37%
3	Software & Equipment Rental	1,084,384	1,000,000	1,192,400	192,400	19.24%
4	Maintenance & Repairs	293,579	327,807	350,375	22,568	6.88%
5	Utilities	0	0	0	0	0.00%
6	Supplies	716,687	780,375	1,030,190	249,815	32.01%
7	Marketing	3,900	7,200	6,984	(216)	(3.00%)
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	420,840	535,938	532,175	(3,763)	(0.70%)
10	<b>Total Oper. Expenditures</b>	<b>\$12,595,126</b>	<b>\$13,380,344</b>	<b>\$14,027,580</b>	<b>\$647,236</b>	<b>4.84%</b>

Variance Analysis by Line Item for Increase  or Decrease		
1		Increase is a result of higher instructional expenses due to anticipated course offerings.
2		Increase is a result of higher instructional expenses due to anticipated course offerings.
3		Increase is a result of rightsizing expenses to be in line with increased JATC rental.
4		Increase is a result of heavy equipment and fleet maintenance expenses increasing.
6		Increase is a result of rightsizing expenses to support increased enrollment.



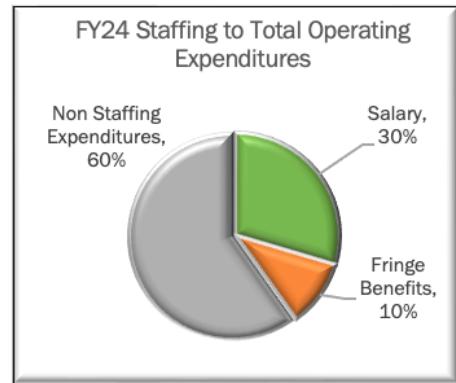
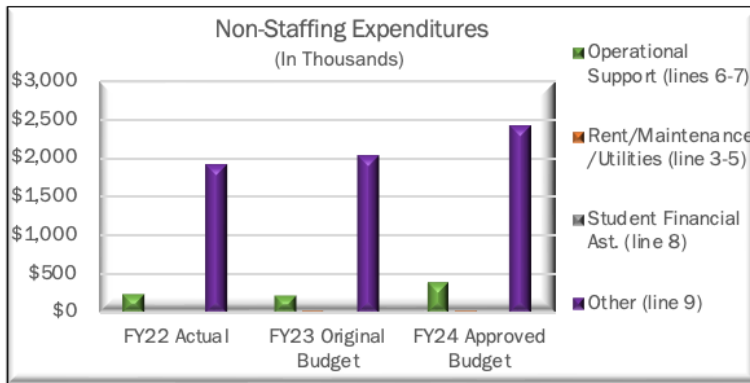


## CORPORATE COLLEGE® FUND OPERATING EXPENDITURES

Corporate College® is the primary vehicle for delivering Tri-C’s noncredit training services to area employers and their workers. It provides customized training solutions and consulting services focusing on organizational effectiveness, quality and continuous improvement, information technology and health care solutions.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$994,720	\$1,243,305	\$1,393,910	\$150,605	12.11%
2	Fringe Benefits	336,582	430,433	496,101	65,668	15.26%
3	Software & Equipment Rental	0	12,438	12,438	0	0.00%
4	Maintenance & Repairs	0	0	0	0	0.00%
5	Utilities	0	0	0	0	0.00%
6	Supplies	227,984	206,956	375,112	168,156	81.25%
7	Marketing	5,000	3,400	3,400	0	0.00%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	1,937,065	2,045,235	2,428,011	382,776	18.72%
10	<b>Total Oper. Expenditures</b>	<b>\$3,501,351</b>	<b>\$3,941,767</b>	<b>\$4,708,972</b>	<b>\$767,205</b>	<b>19.46%</b>

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is a result of anticipated realignment of staff to better support institutional needs.
2	↑	Increase is a result of anticipated realignment of staff to better support institutional needs.
3	■	No anticipated increase in Software and Equipment Rental for FY24.
6	↑	Increase is a result of increased enrollment for the professional development program.
9	↑	Increase is a result of increased catering expenses due to an increase in facility rentals.

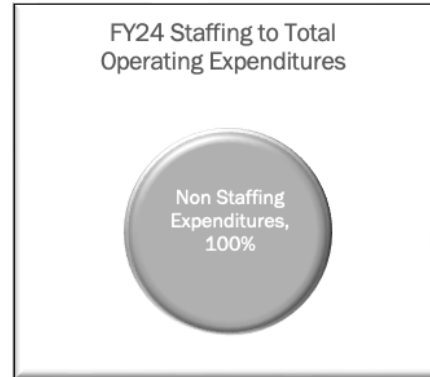
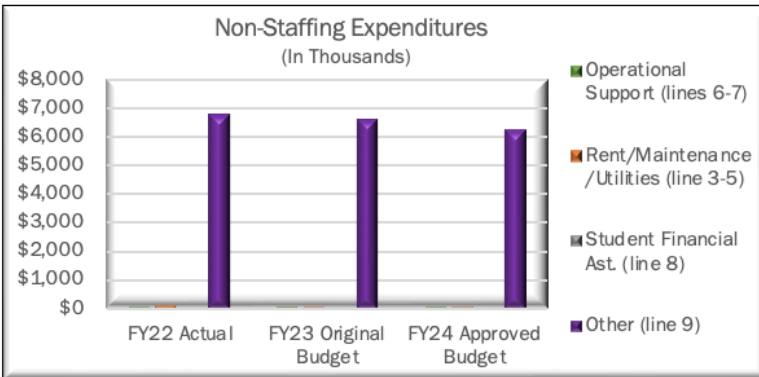


## AUXILIARY FUNDS OPERATING EXPENDITURES

The Auxiliary Funds contain the Parking, Book Centers and Food Service units. The Bookstores are operated under a management contract with Barnes & Noble College Booksellers. The management contract allows the students to receive favorable pricing through Barnes and Noble's economies of scale and an improved facility and customer experience.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$0	\$0	\$0	\$0	0.00%
2	Fringe Benefits	0	0	0	0	0.00%
3	Software & Equipment Rental	13,000	22,428	21,755	(673)	(3.00%)
4	Maintenance & Repairs	79,340	18,300	22,251	3,951	21.59%
5	Utilities	0	0	0	0	0.00%
6	Supplies	2,568	4,487	4,353	(134)	(2.99%)
7	Marketing	0	0	0	0	0.00%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	6,795,855	6,572,779	6,244,446	(328,333)	(5.00%)
10	<b>Total Oper. Expenditures</b>	<b>\$6,890,763</b>	<b>\$6,617,994</b>	<b>\$6,292,805</b>	<b>(\$325,189)</b>	<b>(4.91%)</b>

Variance Analysis by Line Item for Increase  or Decrease		
1		No anticipated increase in salary for FY24.
3		Decrease is a result of planned cost containment initiatives.
4		Increase is due to inflationary impact on food service equipment maintenance.
6		Decrease is a result of planned cost containment initiatives.
9		Decrease is a result of FY23 realized enrollment declines and book cost savings initiatives.

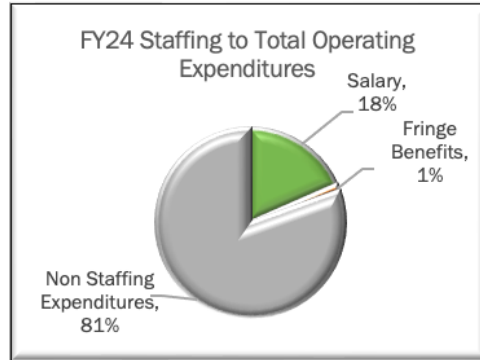
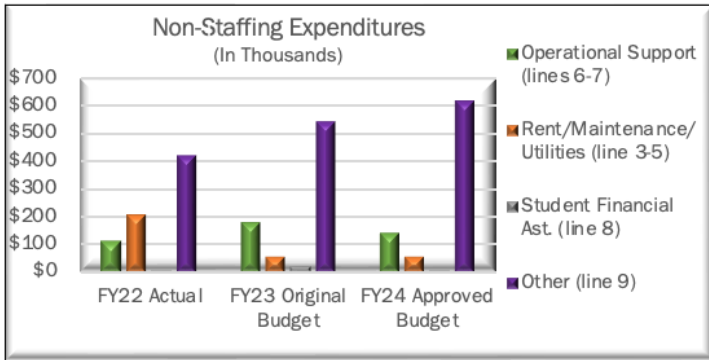


## OTHER FUNDS OPERATING EXPENDITURES

The Other Funds Dashboard summarizes a variety of funds that are utilized to meet specific programs in the College and community. Programs include JazzFest, Nursing and Radiologic Tech, the Community Music Program and the Massotherapy Clinic. Some of these independent funds are considered quasi-auxiliary funds as described in the [FY24 Fund Overview](#).

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$48,434	\$206,298	\$185,241	(\$21,057)	(10.21%)
2	Fringe Benefits	10,875	18,646	11,375	(7,271)	(38.99%)
3	Software & Equipment Rental	202,465	39,673	49,500	9,827	24.77%
4	Maintenance & Repairs	288	16,000	5,000	(11,000)	(68.75%)
5	Utilities	0	0	0	0	0.00%
6	Supplies	99,464	126,536	91,935	(34,601)	(27.34%)
7	Marketing	10,944	49,175	44,940	(4,235)	(8.61%)
8	Financial Aid and Grant Match	1,092	15,268	4,000	(11,268)	(73.80%)
9	Other	420,120	541,610	615,730	74,120	13.69%
10	<b>Total Oper. Expenditures</b>	<b>\$793,682</b>	<b>\$1,013,206</b>	<b>\$1,007,721</b>	<b>(\$5,485)</b>	<b>(0.54%)</b>

Variance Analysis by Line Item for Increase  or Decrease		
1		Decrease is a result of planned reductions to part-time staffing.
4		Decrease is due to anticipated reduction in repair cost for quasi-auxiliary funds.
6		Decrease is a result of rightsizing budgets based on historical spending patterns.
8		Decrease is a result of revenue reductions.
9		Increase is due to additional support dedicated to the Student Laptop Program.

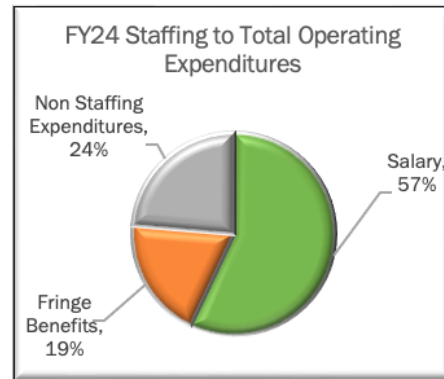
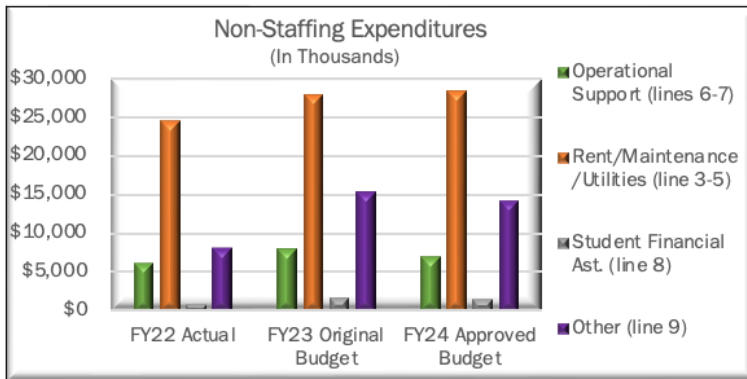


## GENERAL FUND OPERATING EXPENDITURES

The General Fund accounts for the President, A&F and AL&S MOUs. College-level entries, such as bad debt, Cuyahoga County Treasurer's fees, service award payouts and vacancy savings are included in this dashboard, but not on an individual dashboard.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$112,042,149	\$124,502,600	\$124,298,649	(\$203,951)	(0.16%)
2	Fringe Benefits	36,559,031	40,811,944	42,058,859	1,246,915	3.06%
3	Software & Equipment Rental	12,580,071	13,824,769	14,217,501	392,732	2.84%
4	Maintenance & Repairs	7,229,994	7,775,779	7,429,992	(345,787)	(4.45%)
5	Utilities	4,813,812	6,464,790	6,778,821	314,031	4.86%
6	Supplies	2,205,039	3,710,437	2,909,418	(801,019)	(21.59%)
7	Marketing	3,969,139	4,326,070	4,196,107	(129,963)	(3.00%)
8	Financial Aid and Grant Match	893,389	1,675,662	1,623,386	(52,276)	(3.12%)
9	Other	8,180,681	15,417,639	14,344,691	(1,072,948)	(6.96%)
10	<b>Total Oper. Expenditures</b>	<b>\$188,473,305</b>	<b>\$218,509,690</b>	<b>\$217,857,424</b>	<b>(\$652,266)</b>	<b>(0.30%)</b>

Variance Analysis by Line Item for Increase  or Decrease		
2		Increase is a result of anticipated health care cost increases.
3		Increase is due to anticipated contractual increases for software.
4		Decrease is due to cost containment and a restructure of the Budget Stabilization Fund.
6		Decrease is due to cost containment and a restructure of the Budget Stabilization Fund.
9		Decrease is due to cost containment and a restructure of the Budget Stabilization Fund.

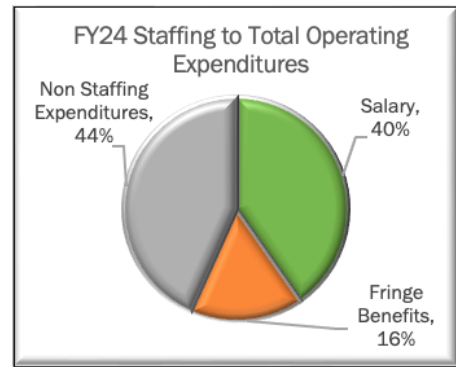
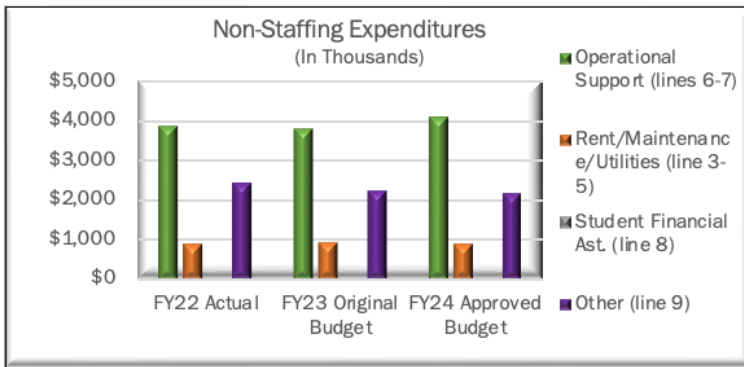


## PRESIDENT GENERAL FUND OPERATING EXPENDITURES

The President’s dashboard summarizes the activities for the Office of the President, Office of Resource Development, Governmental Affairs and Community Outreach, Office of Legal Services, Integrated Communications and the Board. These areas assist in the overall guidance of the College.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$5,658,868	\$5,937,052	\$6,612,457	\$675,405	11.38%
2	Fringe Benefits	2,514,755	2,382,768	2,676,004	293,236	12.31%
3	Software & Equipment Rental	773,322	790,298	767,619	(22,679)	(2.87%)
4	Maintenance & Repairs	84,350	101,661	103,611	1,950	1.92%
5	Utilities	0	0	0	0	0.00%
6	Supplies	119,798	170,195	187,898	17,703	10.40%
7	Marketing	3,728,379	3,604,740	3,889,474	284,734	7.90%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	2,427,273	2,222,995	2,160,194	(62,801)	(2.83%)
10	<b>Total Oper. Expenditures</b>	<b>\$15,306,745</b>	<b>\$15,209,709</b>	<b>\$16,397,257</b>	<b>\$1,187,548</b>	<b>7.81%</b>

Variance Analysis by Line Item for Increase  or Decrease		
1		Increase is a result of restructuring various roles from AL&S.
2		Increase is a result of restructuring various roles from AL&S.
3		Decrease is due to planned cost containment measures.
7		Increase is a result of additional marketing initiatives for awareness campaigns.
9		Decrease is due to planned cost containment measures.

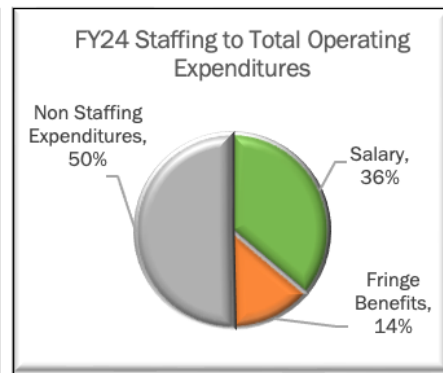
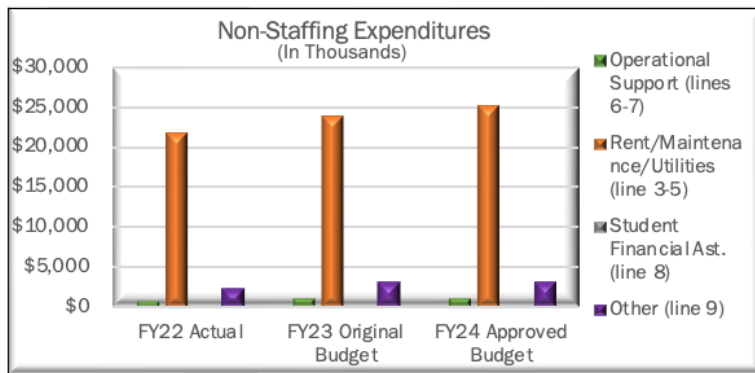


## ADMINISTRATION AND FINANCE GENERAL FUND OPERATING EXPENDITURES

This MOU includes Finance and Business Services, Plant Operations, Information Technology (ITS), Public Safety and Human Resources. Therefore, a majority of the College's facility and operational costs are budgeted in this MOU.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$17,749,664	\$20,576,880	\$21,066,267	\$489,387	2.38%
2	Fringe Benefits	6,099,839	7,473,046	7,836,859	363,813	4.87%
3	Software & Equipment Rental	10,231,059	11,264,342	11,487,548	223,206	1.98%
4	Maintenance & Repairs	6,795,751	6,963,258	7,007,651	44,393	0.64%
5	Utilities	4,813,812	5,802,113	6,778,821	976,708	16.83%
6	Supplies	590,717	904,367	832,041	(72,326)	(8.00%)
7	Marketing	47,177	64,050	87,311	23,261	36.32%
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	2,269,430	3,105,327	3,088,761	(16,566)	(0.53%)
10	<b>Total Oper. Expenditures</b>	<b>\$48,597,449</b>	<b>\$56,153,383</b>	<b>\$58,185,259</b>	<b>\$2,031,876</b>	<b>3.62%</b>

Variance Analysis by Line Item for Increase  or Decrease		
1		Increase is a result of general wage increases and salary adjustments.
2		Increase is a result of salary increases and anticipated health care cost increases.
3		Increase is due to anticipated contractual increases for software.
5		Increase is a result of anticipated gas and electric utility rate increases.
6		Decrease is due to planned cost containment measures.

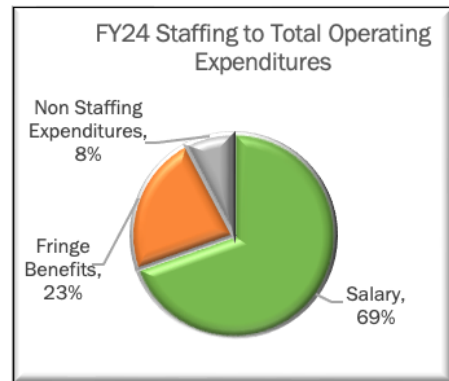
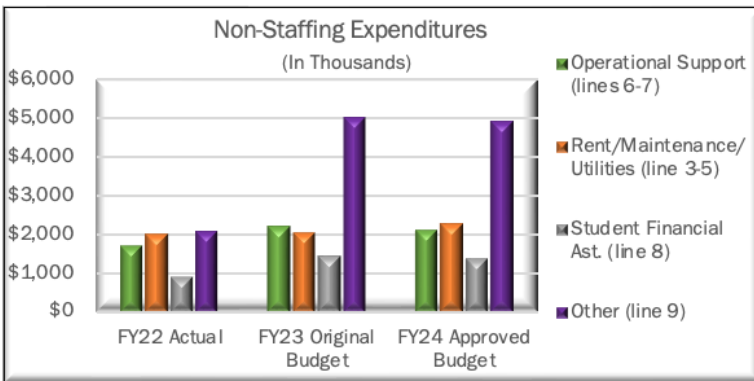


## TOTAL ACCESS, LEARNING AND SUCCESS AND CAMPUSES GENERAL FUND OPERATING EXPENDITURES

This dashboard consolidates the Eastern Campus, Metropolitan Campus, Western Campus, Westshore Campus and EVP AL&S units.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$90,124,413	\$97,870,280	\$97,578,639	(\$291,641)	(0.30%)
2	Fringe Benefits	27,926,714	31,057,777	31,873,923	816,146	2.63%
3	Software & Equipment Rental	1,657,610	1,770,129	1,962,334	192,205	10.86%
4	Maintenance & Repairs	349,893	259,587	318,730	59,143	22.78%
5	Utilities	0	0	0	0	0.00%
6	Supplies	1,495,837	1,959,301	1,889,479	(69,822)	(3.56%)
7	Marketing	193,583	235,755	219,322	(16,433)	(6.97%)
8	Financial Aid and Grant Match	894,927	1,425,662	1,373,386	(52,276)	(3.67%)
9	Other	2,087,396	5,041,542	4,940,105	(101,437)	(2.01%)
10	<b>Total Oper. Expenditures</b>	<b>\$124,730,373</b>	<b>\$139,620,033</b>	<b>\$140,155,918</b>	<b>\$535,885</b>	<b>0.38%</b>

Variance Analysis by Line Item for Increase  or Decrease		
1		Decrease is due to position realignment to better serve institutional needs.
2		Increase is due to salary increases and anticipated health care cost increases.
3		Increase is due to a change in account for parking spots at Hospitality Management.
6		Decrease is a result of planned cost containment initiatives.
9		Decrease is due to a change in account for parking spots at Hospitality Management.

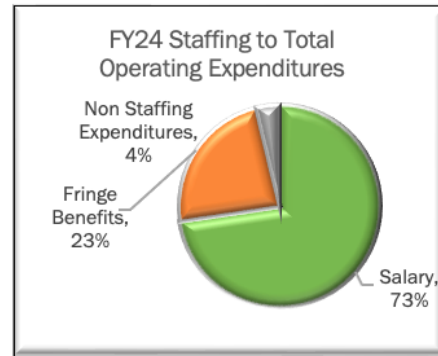
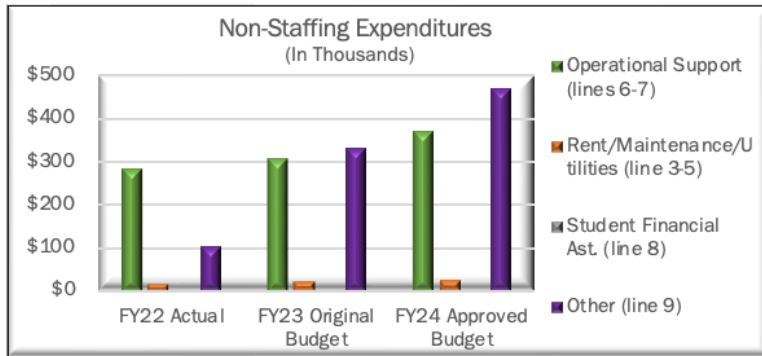


## EASTERN CAMPUS GENERAL FUND OPERATING EXPENDITURES

Founded in 1971 and located off I-271 in Highland Hills, the Eastern Campus features Associate of Arts and Associate of Science degrees for students wishing to transfer to a four-year institution as well as the Information Technology (IT) Center of Excellence. The campus has partnerships with more than 40 four-year colleges and universities, including Hiram College, which offers several bachelor's degrees on-site.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
<b>1</b>	Salary	\$13,861,146	\$15,841,548	\$16,622,281	\$780,733	4.93%
<b>2</b>	Fringe Benefits	4,288,148	5,082,447	5,384,871	302,424	5.95%
<b>3</b>	Software & Equipment Rental	0	0	0	0	0.00%
<b>4</b>	Maintenance & Repairs	14,008	20,019	22,595	2,576	12.87%
<b>5</b>	Utilities	0	0	0	0	0.00%
<b>6</b>	Supplies	248,541	276,009	341,716	65,707	23.81%
<b>7</b>	Marketing	35,198	32,600	31,092	(1,508)	(4.63%)
<b>8</b>	Financial Aid and Grant Match	0	0	0	0	0.00%
<b>9</b>	Other	105,700	331,660	470,761	139,101	41.94%
<b>10</b>	<b>Total Oper. Expenditures</b>	<b>\$18,552,741</b>	<b>\$21,584,283</b>	<b>\$22,873,316</b>	<b>\$1,289,033</b>	<b>5.97%</b>

Variance Analysis by Line Item for Increase ⬆ or Decrease ⬇		
<b>1</b>	⬆	Increase is a result of the IT COE now reporting to the Eastern Campus.
<b>2</b>	⬆	Increase is a result of the IT COE now reporting to the Eastern Campus.
<b>4</b>	⬆	Increase is due to an increase in office equipment in the Campus President's Office.
<b>6</b>	⬆	Increase is due to the Mandel Continuing Scholars program realigned in the general fund.
<b>9</b>	⬆	Increase is due to the Mandel Continuing Scholars program realigned in the general fund.



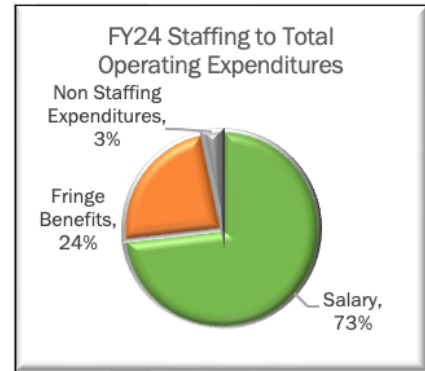
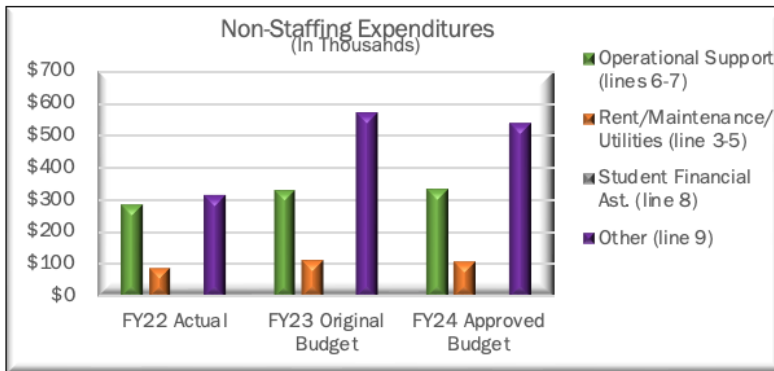


## METROPOLITAN CAMPUS GENERAL FUND OPERATING EXPENDITURES

The Metropolitan Campus is located in downtown Cleveland. Due to its central location, the campus is accessible to the neighborhoods of Cleveland. The campus offers curriculum in Health Care and Sciences, Engineering, Business, Math and Creative Arts.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$21,125,297	\$22,777,500	\$22,317,732	(\$459,768)	(2.02%)
2	Fringe Benefits	6,474,138	7,149,043	7,194,607	45,564	0.64%
3	Software & Equipment Rental	9,664	13,000	12,610	(390)	(3.00%)
4	Maintenance & Repairs	79,937	100,612	99,167	(1,445)	(1.44%)
5	Utilities	0	0	0	0	0.00%
6	Supplies	273,436	295,453	301,149	5,696	1.93%
7	Marketing	13,574	36,538	35,442	(1,096)	(3.00%)
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	317,069	571,897	535,982	(35,915)	(6.28%)
10	<b>Total Oper. Expenditures</b>	<b>\$28,293,115</b>	<b>\$30,944,043</b>	<b>\$30,496,689</b>	<b>(\$447,354)</b>	<b>(1.45%)</b>

Variance Analysis by Line Item for Increase  or Decrease		
1		Decrease is due to position realignment to better serve institutional needs.
2		Increase is due to anticipated health care cost increases.
4		Decrease is a result of planned cost containment initiatives.
6		Increase is due to rightsizing budgets based on historical spending patterns.
9		Decrease is a result of planned cost containment initiatives.

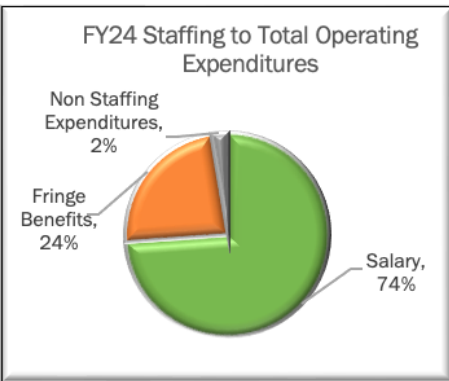
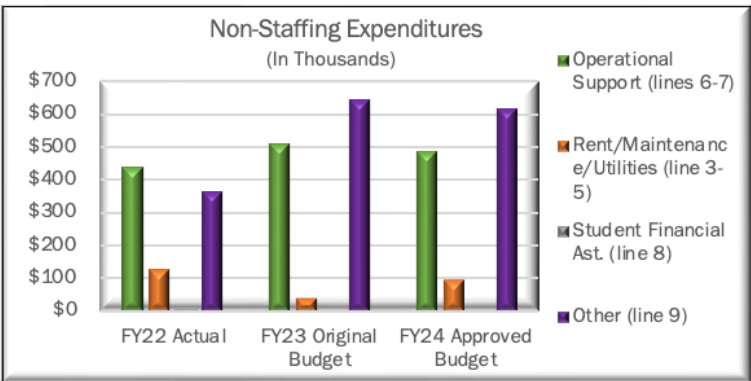


## WESTERN CAMPUS GENERAL FUND OPERATING EXPENDITURES

The Western Campus is located in Parma, Cleveland's largest west side suburb. This campus gives residents in the western suburbs convenient access to the College. The campus provides standard courses such as science, business and math as well as career and technical programs such as Automotive Technology, Nursing and Health Sciences. Western Campus also houses the budget for the Public Safety Center of Excellence and the Brunswick University Center.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
<b>1</b>	Salary	\$35,747,106	\$35,951,245	\$34,701,497	(\$1,249,748)	(3.48%)
<b>2</b>	Fringe Benefits	10,851,751	11,083,254	11,077,085	(6,169)	(0.06%)
<b>3</b>	Software & Equipment Rental	5,327	8,985	7,915	(1,070)	(11.91%)
<b>4</b>	Maintenance & Repairs	121,290	29,945	87,891	57,946	193.51%
<b>5</b>	Utilities	0	0	0	0	0.00%
<b>6</b>	Supplies	375,675	436,593	423,407	(13,186)	(3.02%)
<b>7</b>	Marketing	63,310	73,551	63,025	(10,526)	(14.31%)
<b>8</b>	Financial Aid and Grant Match	1,540	0	0	0	0.00%
<b>9</b>	Other	364,021	644,722	619,604	(25,118)	(3.90%)
<b>10</b>	<b>Total Oper. Expenditures</b>	<b>\$47,530,020</b>	<b>\$48,228,295</b>	<b>\$46,980,424</b>	<b>(\$1,247,871)</b>	<b>(2.59%)</b>

Variance Analysis by Line Item for Increase  or Decrease		
<b>1</b>		Decrease is primarily a result of the IT COE now reporting to the Eastern Campus.
<b>4</b>		Increase is primarily due to additional warranty expenses for Nursing equipment.
<b>6</b>		Decrease is a result of planned cost containment initiatives.
<b>7</b>		Decrease is a result of planned cost containment initiatives.
<b>9</b>		Decrease is a result of planned cost containment initiatives.

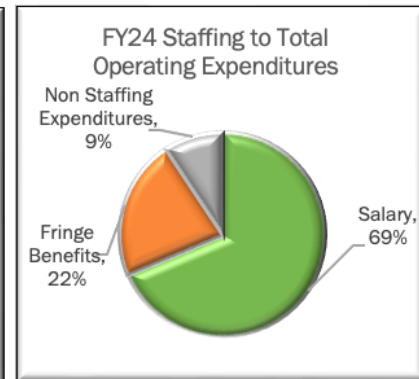
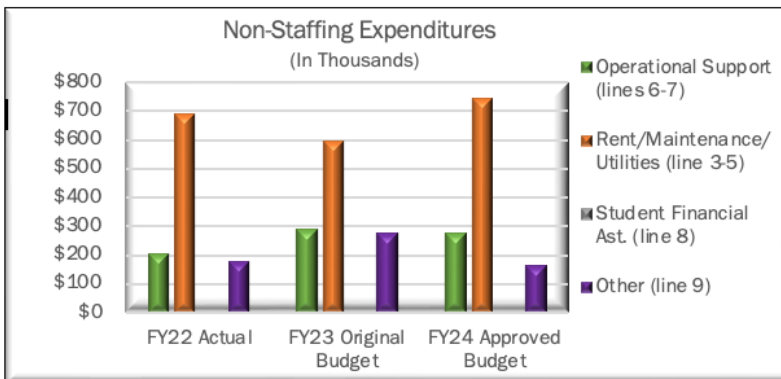


## WESTSHORE CAMPUS GENERAL FUND OPERATING EXPENDITURES

The Westshore Campus opened in January 2011 and is positioned on the western side of Cuyahoga County in Westlake. The Westshore Campus offers Associate of Arts and Associate of Sciences university transfer, distance learning, Nursing, EMT, Business, Science, Technology and Engineering and Math programming. The Westshore Campus also houses the Hospitality Management Center of Excellence.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$8,362,621	\$9,092,438	\$8,861,940	(\$230,498)	(2.54%)
2	Fringe Benefits	2,509,941	2,854,356	2,853,318	(1,038)	(0.04%)
3	Software & Equipment Rental	610,496	547,507	690,992	143,485	26.21%
4	Maintenance & Repairs	83,564	51,618	54,007	2,389	4.63%
5	Utilities	0	0	0	0	0.00%
6	Supplies	181,101	278,886	265,269	(13,617)	(4.88%)
7	Marketing	26,960	14,663	14,641	(22)	(0.15%)
8	Financial Aid and Grant Match	0	0	0	0	0.00%
9	Other	181,218	280,321	167,481	(112,840)	(40.25%)
10	<b>Total Oper. Expenditures</b>	<b>\$11,955,901</b>	<b>\$13,119,789</b>	<b>\$12,907,648</b>	<b>(\$212,141)</b>	<b>(1.62%)</b>

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↓	Decrease is due to position realignment to better serve institutional needs.
3	↑	Increase is due to a change in account for parking spots at Hospitality Management.
4	↑	Increase is due to contractual costs for Hospitality Management.
6	↓	Decrease is due to planned cost containment initiatives.
9	↓	Decrease is due to a change in account for parking spots at Hospitality Management.

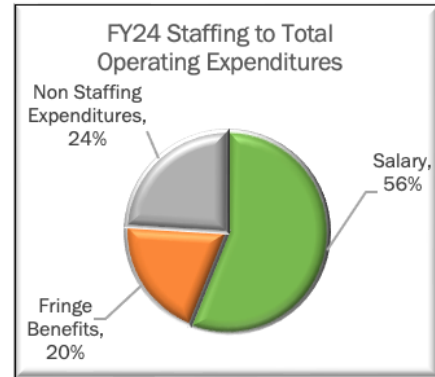
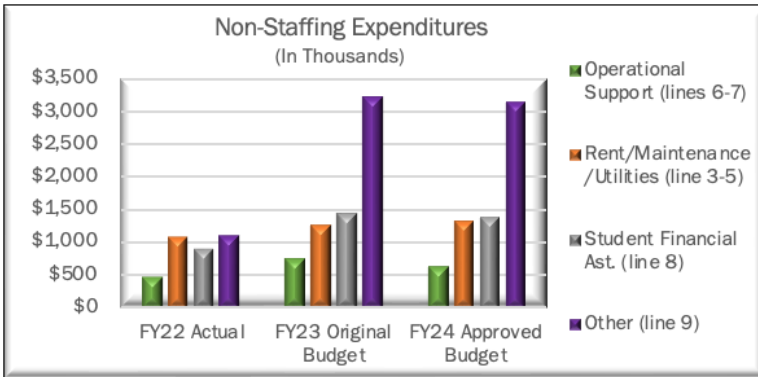


### EVP ACCESS, LEARNING AND SUCCESS GENERAL FUND OPERATING EXPENDITURES

This MOU includes the Office of the EVP (Provost); Access & Community Connections; Enrollment Management; Learning & Engagement; and Television Production Services areas.

Expenditure Summary						
	Line Item Description	FY22 Actual	FY23 Original Budget	FY24 Approved Budget	\$ variance to FY23 Original Budget	% variance to FY23 Original Budget
1	Salary	\$11,028,243	\$14,207,549	\$15,075,189	\$867,640	6.11%
2	Fringe Benefits	3,802,736	4,888,677	5,364,042	475,365	9.72%
3	Software & Equipment Rental	1,032,123	1,200,637	1,250,817	50,180	4.18%
4	Maintenance & Repairs	51,094	57,393	55,070	(2,323)	(4.05%)
5	Utilities	0	0	0	0	0.00%
6	Supplies	417,084	672,360	557,938	(114,422)	(17.02%)
7	Marketing	54,541	78,403	75,122	(3,281)	(4.18%)
8	Financial Aid and Grant Match	893,387	1,425,662	1,373,386	(52,276)	(3.67%)
9	Other	1,119,388	3,212,942	3,146,277	(66,665)	(2.07%)
10	<b>Total Oper. Expenditures</b>	<b>\$18,398,596</b>	<b>\$25,743,623</b>	<b>\$26,897,841</b>	<b>\$1,154,218</b>	<b>4.48%</b>

Variance Analysis by Line Item for Increase ↑ or Decrease ↓		
1	↑	Increase is primarily due to centralization of Transfer Centers to better support operations.
2	↑	Increase is primarily due to centralization of Transfer Centers to better support operations.
6	↓	Decrease is due to the correction of an account for placement software.
8	↓	Decrease is a result of planned cost containment initiatives.
9	↓	Decrease is a result of planned cost containment initiatives.



## CAPITAL REVENUES AND EXPENDITURES

The total Capital Expenditure Budget for FY24 is separated between the Bond Retirement Fund and various capital project funds. The Bond Retirement Fund includes the property tax receipts, associated debt service payments and other administrative expenses of the College's General Obligation Bonds.

The other capital project funds record spending of bond proceeds as well as capital transfers from the general fund and are utilized to ensure the College's facilities and equipment are updated and provide a safe, comfortable and modern environment in which students can learn, be engaged and achieve success.

Finally, in addition to local funding sources, the state of Ohio allocates a portion of its capital budget to institutions of higher education across the state. As part of the state's FY23-FY24 biennium budget, the state allocated \$15.3 million for capital renovation projects at the College. All of these dollars are received in the first year of the biennium and spent over the two years. For FY23-FY24 the College plans to use those funds for: \$5.2 million for East Campus Exterior Plaza; \$5.6 million for infrastructure maintenance projects and \$4.5 million for renovations at the Eastern Education Center.

<b>Cuyahoga Community College Bond Retirement Fund Revenue and Expenditures</b>	
Line Item Description	FY24 Approved Budget
<b>1 Beginning Fund Balance</b>	<b>11,753,347</b>
<b>REVENUE:</b>	
2 County Levies	13,949,875
3 Interest & Other Revenue	314,789
<b>EXPENDITURES</b>	
4 Interest & Other Fees	7,396,643
5 Debt Principal Payments	6,140,000
<b>6 Ending Fund Balance</b>	<b>12,481,368</b>

<b>Cuyahoga Community College Capital / Plant Funds Revenue and Expenditures</b>	
Line Item Description	FY24 Approved Budget
<b>1 Beginning Fund Balance</b>	<b>18,826,589</b>
<b>REVENUE:</b>	
2 State Capital Appropriations	0
3 Transfers from General fund	3,750,000
<b>CAPITAL EXPENDITURES:</b>	
4 Infrastructure Maint. & Equip.	3,250,000
5 Sustainability Initiative	500,000
<b>6 Internally Funded Capital Expenditures</b>	<b>3,750,000</b>
7 East Campus Exterior Infrastructure	2,600,000
8 Infrastructure Maint.	2,809,159
9 East Education Center Renovation	2,250,000
<b>10 State Funded Capital Expenditures</b>	<b>7,659,159</b>
<b>11 Total Capital Expenditures</b>	<b>11,409,159</b>
<b>12 Ending Fund Balance</b>	<b>11,167,430</b>

## FY24 Fund Balances

For defining fund balance, financial planning and budgeting, the College uses a modified cash basis as defined in [Basis of Budgeting](#). As a result, the depreciation expenditures normally associated with fund balance are not included in the budget. The following table portrays the FY24 forecasted fund balance by major fund type.

FY24 APPROVED FUND BALANCES BY MAJOR FUND TYPE						
Fund	Approved Beginning FY24 Fund Balance <sup>1</sup>	FY24 Revenues	FY24 Expenditures	FY24 Interfund Transfers (To) / From	Approved Ending FY24 Fund Balance <sup>2</sup>	Increase (Decrease) in Fund Balance
General Fund	\$99,787,128	\$222,172,667	\$217,857,428	\$26,174,083	\$77,928,284	(\$21,858,844)
Other Unrestricted Funds	88,163,688	785,157	1,007,721	(222,564)	88,163,688	0
Corporate College <sup>®</sup> Fund	0	3,757,408	5,108,520	(1,351,112)	0	0
Workforce Solutions Funds	0	10,808,467	13,628,031	(2,819,564)	0	0
<b>Unrestricted Funds</b>	<b>187,950,816</b>	<b>237,523,699</b>	<b>237,601,700</b>	<b>21,780,843</b>	<b>166,091,972</b>	<b>(21,858,844)</b>
<b>Restricted Funds<sup>2</sup></b>	<b>9,468,804</b>	<b>47,671,277</b>	<b>47,671,277</b>	<b>0</b>	<b>9,468,804</b>	<b>0</b>
<b>Auxiliary Funds</b>	<b>453,884</b>	<b>7,154,325</b>	<b>6,292,804</b>	<b>861,521</b>	<b>453,884</b>	<b>0</b>
<b>Other Funds</b>	<b>218,317</b>	<b>0</b>	<b>6,272,922</b>	<b>(6,272,922)</b>	<b>218,317</b>	<b>0</b>
<b>Total Non-Capital Funds</b>	<b>198,091,821</b>	<b>292,349,301</b>	<b>297,838,703</b>	<b>16,369,442</b>	<b>176,232,977</b>	<b>(21,858,844)</b>
<b>Bond Retirement Fund<sup>3</sup></b>	<b>11,753,347</b>	<b>14,264,664</b>	<b>13,536,643</b>	<b>0</b>	<b>12,481,368</b>	<b>728,021</b>
<b>Capital / Plant Funds<sup>4</sup></b>	<b>18,826,589</b>	<b>3,750,000</b>	<b>27,778,601</b>	<b>(16,369,442)</b>	<b>11,167,430</b>	<b>(7,659,159)</b>
<b>Total College</b>	<b>\$228,671,757</b>	<b>\$310,363,965</b>	<b>\$339,153,947</b>	<b>\$0</b>	<b>\$199,881,775</b>	<b>(\$28,789,982)</b>

FOOTNOTES:  
<sup>1</sup>Unaudited year end financial information as of February 2023. Impacts of GASB 68 are excluded. Information is considered preliminary and subject to change.  
<sup>2</sup>Restricted funds can be awarded for multiple fiscal years and leave a residual value. The amounts and duration of the funds are not known at the time of budgeting. High level historical models are used to project the FY24 revenue and expenditure budgets.  
<sup>3</sup>Bond Retirement Funds track the liability, interest expense, and associated property tax receipts for the College's General Obligation Bonds.  
<sup>4</sup>Includes debt service payments, equipment/technology allocations and expenses associated with State Capital Appropriations

The College uses all of these fund types each fiscal year, with variations on the number of restricted and other funds based on current grants and College activities.

The decrease in the General Fund balance can be attributed to the levy cycle, as property taxes are the primary source of revenue for the College. The net change from the Bond Retirement Fund is due to expected interest payments. Finally, the decrease in fund balance for Capital / Plant Funds is due utilization of the biennial receipt of state capital appropriations, which are received in the first year of the biennium and spent over the two years.

## FY24 Personnel Analysis

College operations require positions with diverse skill sets in order to provide academic instruction on the campuses, facility operations, position management, financial management and overall direction and guidance to the College. The College balances a mix of full-time and part-time employees in order to align the variability in course offerings, enrollment size and operational needs on an annual basis.

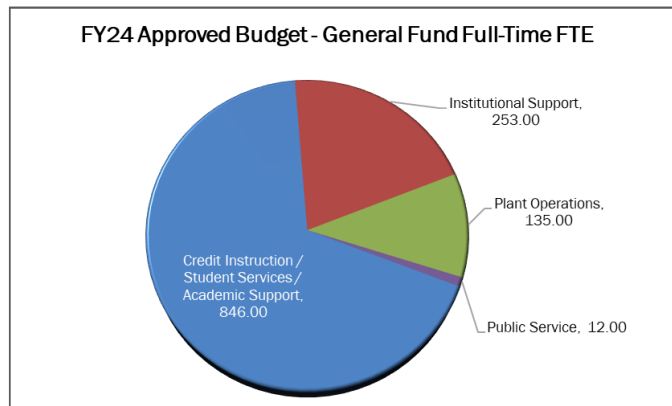
### Staffing Classifications

The majority of staffing is in the General Fund. Staffing can be grouped into four major categories: Credit Instruction, Institutional Support, Plant Operations and Public Services. As expected in an educational institution, the Credit Instruction category drives the majority of the College's staffing with 68% of the General Fund's FTE. The other staffing categories for the General Fund represent support and service staff (i.e. finance, human resources, marketing, etc.), plant operations and administration. Collectively, the non-instructional categories represent a smaller portion of the College's staff; however, they provide essential support services and administration of the College.

The unrestricted non-general funds listed collectively in the tables on the following pages provide a larger representative sample and provide a more meaningful trend analysis.

As an educational institution, staffing is the largest expenditure of the College. Therefore, it is important to understand the changes in staffing each year. Normal movement of staff from year to year can stem from organizational unit transfers, program changes and/or position changes.

The information on the following pages provides analysis of the year-over-year changes in General Fund employees from FY22 through FY24 (measured in full-time equivalent [FTE]).



### FY24 Full-Time General Fund Staffing Positions

The Full-Time General Fund Comparison table (below) summarizes the College's three-year general fund staffing trend by MOU and campus, the majority of staffing at the College.

FY22 actual FTE does not include approximately 131 positions vacant as of 6/1/2022, whereas the budget columns include all positions (filled and vacant). The variance of full-time FTE from FY22 to FY24 is mainly due to vacant positions and strategic management of positions critical to the College's operations.

For FY24, we will continue to collaborate with the EVPs to ensure our staffing levels are sufficient to support the needs of our students and community. Overall, the staffing FTE variances are due to various organizational reporting restructures and the reduction of several longstanding vacant positions, allowing for staffing to closer align with student enrollment projections.

As the College moves forward and adapts in FY24, we continue to evaluate staffing to ensure student services and operations are effective and efficient. The staffing positions presented on the following FY24 Approved Budgeted FTE table will ensure the needs of the College to operate effectively in FY24.

FY24 APPROVED BUDGET FULL-TIME GENERAL FUND STAFFING COMPARISON				
Major Operating Unit	FY22 Actual FTE	FY23 Original Budget FTE	FY24 Approved Budget FTE	Change to FY23 Budget
Western Campus	295	308	299	-9
Westshore Campus	71	82	79	-3
Metropolitan Campus	182	215	209	-6
Eastern Campus	123	153	151	-2
EVP Access, Learning & Success	152	169	177	8
<b>Sub-total AL&amp;S &amp; Campuses</b>	<b>823</b>	<b>927</b>	<b>915</b>	<b>-12</b>
EVP Administration & Finance	220	265	264	-1
Office of the President	56	62	67	5
WCED	0	0	0	0
<b>Total</b>	<b>1,099</b>	<b>1,254</b>	<b>1,246</b>	<b>-8</b>
<b>Year Over Year Variances</b>		<b>155</b>	<b>-8</b>	
<b>Percentage Variance</b>		<b>14.1%</b>	<b>-0.6%</b>	
* FY22 actual FTE based on staffing at 6/1/22 and does not include vacant positions, FY23 budgeted FTE based on original budget at 7/1/22 and FY24 FTE based on 3/1/23 request.				
* -8 FTE total change primarily due to organizational heirarchy restructure and strategic position management.				



## Full-Time Staffing Positions (FTE) by Major Operating Unit

FY24 Proposed FTE										
Full-Time Staffing By Major Operating Unit and Employee Category										
Major Operating Unit	Admin.	Full-Time Faculty	Prof.	Exempt Union	Non-Exempt Union	Bldg Ground Service Union	Exempt Non-Union	Non-Exempt Non-Union	Bldg Ground Service Super.	Full Time Positions
<b>ALL FUNDS:</b>										
Access, Learning & Success:										
Western Campus	18.00	167.00	44.00	0.00	38.00	0.00	12.00	20.00	0.00	299.00
Westshore Campus	10.00	37.00	4.00	0.00	16.00	0.00	4.00	8.00	0.00	79.00
Metropolitan Campus	13.00	95.00	32.00	0.00	44.00	0.00	11.00	14.00	0.00	209.00
EVP Access, Learning & Success	30.00	0.00	43.00	0.00	56.00	0.00	21.00	27.00	0.00	177.00
Eastern Campus	15.00	74.00	10.00	0.00	25.00	0.00	9.00	18.00	0.00	151.00
<b>Total Access, Learning &amp; Success</b>	<b>86.00</b>	<b>373.00</b>	<b>133.00</b>	<b>0.00</b>	<b>179.00</b>	<b>0.00</b>	<b>57.00</b>	<b>87.00</b>	<b>0.00</b>	<b>915.00</b>
EVP Administration & Finance	25.00	0.00	63.00	1.00	19.00	104.00	15.00	23.00	14.00	264.00
WCED	12.00	0.00	26.00	0.00	0.00	0.00	3.00	22.00	0.00	63.00
Office of the President	25.00	0.00	23.00	0.00	1.00	0.00	8.00	10.00	0.00	67.00
<b>Total FT Staffing (FTE):</b>	<b>148.00</b>	<b>373.00</b>	<b>245.00</b>	<b>1.00</b>	<b>199.00</b>	<b>104.00</b>	<b>83.00</b>	<b>142.00</b>	<b>14.00</b>	<b>1,309.00</b>
<b>GENERAL FUND (GF)</b>										
Access, Learning & Success:										
Western Campus	18.00	167.00	44.00	0.00	38.00	0.00	12.00	20.00	0.00	299.00
Westshore Campus	10.00	37.00	4.00	0.00	16.00	0.00	4.00	8.00	0.00	79.00
Metropolitan Campus	13.00	95.00	32.00	0.00	44.00	0.00	11.00	14.00	0.00	209.00
Eastern Campus	15.00	74.00	10.00	0.00	25.00	0.00	9.00	18.00	0.00	151.00
EVP Access, Learning & Success	30.00	0.00	43.00	0.00	56.00	0.00	21.00	27.00	0.00	177.00
<b>Total Access, Learning &amp; Success</b>	<b>86.00</b>	<b>373.00</b>	<b>133.00</b>	<b>0.00</b>	<b>179.00</b>	<b>0.00</b>	<b>57.00</b>	<b>87.00</b>	<b>0.00</b>	<b>915.00</b>
EVP Administration & Finance	25.00	0.00	63.00	1.00	19.00	104.00	15.00	23.00	14.00	264.00
Office of the President	25.00	0.00	23.00	0.00	1.00	0.00	8.00	10.00	0.00	67.00
<b>Total GF FT Staffing (FTE):</b>	<b>136.00</b>	<b>373.00</b>	<b>219.00</b>	<b>1.00</b>	<b>199.00</b>	<b>104.00</b>	<b>80.00</b>	<b>120.00</b>	<b>14.00</b>	<b>1,246.00</b>
<b>NON-GENERAL FUND (NGF):</b>										
WCED	12.00	0.00	26.00	0.00	0.00	0.00	3.00	22.00	0.00	63.00
<b>Total NGF FT Staffing (FTE)</b>	<b>12.00</b>	<b>0.00</b>	<b>26.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>	<b>22.00</b>	<b>0.00</b>	<b>63.00</b>

## Full-Time Staffing Expenditure Trends

The Unrestricted Full-time Salary and Benefits by Employee Category table on the next page details the trend of expenditures from FY22 to FY24. Between FY23 and FY24, the full-time salary and benefit expenditures increased in both the General Fund and non-general funds. The primary drivers of the variance are the anticipated increases in health care-related expenses, general wage increases, salary adjustments and negotiated contractual increases. All full-time / non-faculty positions are reviewed by the Strategic Position Review Executive Committee prior to creating a position budget. The number of full-time positions decreased by eight from FY23 Original Budget to FY24 Approved Budget due primarily to the strategic management of vacant positions.

Unrestricted Full-Time Salary and Benefits Expenditure by Employee Category			
Position Category	FY22 Actual	FY23 Original Budget	FY24 Approved Budget
<b>GENERAL FUND:</b>			
Administrators	\$14,727,404	\$17,913,633	\$17,122,128
Full-Time Faculty	28,794,888	35,574,014	34,852,853
Full-Time Lecturer	1,752,445	0	1,000,000
Sabbatical Leave	599,188	0	0
Professional	12,858,341	16,239,625	16,924,656
Exempt Union Personnel	7,054	70,000	60,319
Non-Exempt Union Personnel	10,262,819	11,681,551	12,140,679
Bldg Ground Service Union	5,394,422	5,977,532	6,053,600
Exempt Non-Union Personnel	3,830,291	5,093,823	5,038,330
Non-Exempt Non-Union Prsl	4,923,542	6,083,377	6,427,840
Bldg Ground Serv Supervisor	922,669	1,035,018	1,122,468
Full-Time Salary Recoupment	0	(2,804,425)	(2,783,883)
Overtime Payments	639,010	580,013	580,013
Full-Time Fringe Benefits	30,357,824	35,517,147	37,049,585
Fringe Benefits-Special	1,030,885	779,627	779,627
Employee Educational Fund	11,212	50,000	50,000
Tuition Reimbursement	96,841	187,700	187,500
Fringe Recoupment	0	(995,575)	(1,016,117)
<b>Total Full-Time General Fund</b>	<b>116,208,835</b>	<b>132,983,060</b>	<b>135,589,598</b>
<b>NON-GENERAL FUNDS:</b>			
Administrators	1,274,203	1,275,413	1,686,595
Professional	1,667,415	1,993,063	1,870,599
Exempt Non-Union Personnel	126,926	99,732	179,506
Non-Exempt Non-Union Prsl	852,097	1,170,600	1,068,530
Bldg Ground Serv Supervisor	15,989	0	0
Overtime Payments	1,895	4,000	2,000
Full-Time Fringe Benefits	1,342,060	1,612,696	1,753,908
Fringe Benefits-Special	68,670	44,083	44,083
Tuition Reimbursement	1,800	0	0
<b>Total Full-Time Non-General Funds</b>	<b>5,351,055</b>	<b>6,199,587</b>	<b>6,605,221</b>
<b>Total Full-Time College</b>	<b>\$121,559,890</b>	<b>\$139,182,647</b>	<b>\$142,194,819</b>

## Part-Time Position Staffing and Expenditure Trends

The part-time staffing, instructional and non-instructional dollars will vary between years depending on anticipated program offerings and program demand. If the demand for a particular program is lower than anticipated, the dollars are not spent. Over the past five years, the General Fund has adjusted part-time expenditures to accommodate adjunct faculty, media and laboratory technicians, athletics, recreation, enrollment and buildings and grounds staff.

In FY23 there was a planned increase in part-time staff to support the continued increase in on ground services and a decrease in adjunct faculty due to unanticipated enrollment declines. For FY24, a decrease in adjunct faculty and part-time positions is expected in order to realign the anticipated need with projected enrollment trends while ensuring high-quality student support services.

Unrestricted Part-Time Salary and Benefits Expenditure by Employee Category			
Position Category	FY22 Actual	FY23 Original Budget	FY24 Approved Budget
<b>GENERAL FUND:</b>			
Summer Faculty FT Rate	\$6,139,935	\$6,302,100	\$6,114,856
Summer Faculty PT Rate	657,674	664,477	572,538
Summer Adjunct	1,781,205	1,804,344	1,704,678
Full-Time Faculty Adjunct Asgnmnt.	1,499,632	1,213,824	1,153,133
Adjunct for Faculty-Reassign Time	2,445,676	0	0
PT Instructor Assignment	0	7,521	7,295
Adjunct Faculty	9,055,339	9,511,355	9,035,788
Faculty Substitutions	9,535	49,936	49,936
Faculty Evaluations	16,300	26,832	26,832
Part-Time Temp Union	1,289,216	2,060,371	2,157,093
Tutor - Non-Academic	832,464	1,018,741	920,052
Part-Time Seasonal	57,866	58,338	58,065
Interim for Full Time Non Faculty	344,117	0	0
Part-Time Temp Agency	0	5,140	4,986
Temp Agency PT Replace	24,630	0	0
Part-Time Temp Non-Union	911,888	2,070,249	1,675,479
PT Temp Bldg Grnds Serv	1,372,940	1,453,237	1,445,811
Supplemental PT Non-Faculty Asgnmnt.	139,044	98,115	97,948
PT Non-Instructional Faculty	663,072	492,731	513,617
Student Assist-Regular	89,543	221,128	221,540
Part-Time Fringe Benefits	5,062,271	5,270,544	5,005,764
PT Faculty Support	0	2,500	2,500
<b>Total Part-Time General Fund</b>	<b>32,392,347</b>	<b>32,331,483</b>	<b>30,767,911</b>
<b>NON-GENERAL FUNDS:</b>			
Summer Adjunct	21,345	35,819	36,817
Full-Time Faculty Adjunct Asgnmnt.	4,609	0	0
PT Instructor Assignment	1,513,395	1,660,571	1,771,134
Adjunct Faculty	3,616,569	3,474,740	3,455,960
Part-Time Seasonal	14,920	16,905	12,420
Interim for Full Time Non Faculty	2,238	0	0
Temp Agency PT Replace	24,219	0	0
Part-Time Temp Non-Union	466,950	718,130	606,677
Supplemental PT Non-Faculty Asgnmnt	225	11,000	10,653
Part-Time Fringe Benefits	450,824	510,954	503,201
<b>Total Part-Time Non-General Funds</b>	<b>6,115,294</b>	<b>6,428,119</b>	<b>6,396,862</b>
<b>Total Part-Time College</b>	<b>\$38,507,641</b>	<b>\$38,759,602</b>	<b>\$37,164,773</b>

## GLOSSARY

- **15+ Perks Program** – An incentive for students to enroll full-time and earn rewards equal to 50% of tuition. This program rewards students for enrolling each term and provides a way to complete a degree or certificate within two years.
- **30 Credit Hour Standard** – Provides a tuition waiver for summer semester when a student achieves 30 credits within the academic year. The waiver is 50% of the cost of tuition on up to 12 credits.
- **Academic Year (AY)** – The annual period during which a student attends college. The fall semester is from August to December, and the spring semester is from January to May. A summer session of 10 weeks begins in May.
- **Accrual Basis of Accounting** – An accounting method in which transactions are recognized in the fiscal year when they occur, regardless of when cash is received or disbursed.
- **Age Discrimination in Employment Act of 1967 (ADEA)** – Protects certain applicants and employees 40 years of age and older from discrimination on the basis of age in hiring, promotion, discharge, compensation, or terms, conditions or privileges of employment. The ADEA is enforced by the Equal Employment Opportunity Commission.
- **Alternative Retirement Plan (ARP)** – A defined contribution retirement plan with benefits determined by the amount of contributions and investment earnings accumulated over time. Full-time employees may elect to contribute to an ARP in lieu of STRS or OPERS.
- **Americans with Disabilities Act (ADA)** – Prohibits discrimination against people with disabilities in several areas, including employment, transportation, public accommodations, communications and access to state and local government programs and services. As it relates to employment, Title I of the ADA protects the rights of both employees and jobseekers.
- **American Federation of State, County and Municipal Employees (AFSCME)** – A public services employees union that advocates for fairness in the workplace, excellence in public services and prosperity and opportunity for working families.
- **American Association of Community Colleges (AACC)** – The primary advocacy organization for the nation’s community colleges which represents nearly 1,200 two-year associate degree-granting institutions and more than 12 million students.
- **American Association of University Professors (AAUP)** – A nonprofit membership association of faculty and other academic professionals.
- **Appropriation** – The act of setting aside money for a specific purpose.
- **Articulation Agreements** – Program-specific legal agreements that offer transfer opportunities for students and enable them to take advantage of benefits associated with them such as significant financial savings, upper class standing, additional scholarship opportunities and/or the ability to take classes at both institutions concurrently.

- **Audit** – An external audit firm performs an independent annual audit for the College by performing tests, reviewing financial statements and examining internal controls, among other agreed upon criteria, to reasonably assure financial soundness.
- **Balanced Budget** – A budget whereby operating expenditures do not exceed resources.
- **Board of Trustees** – Consists of nine trustees who, in collaboration with the College President, are charged with fulfilling the goals set forth in the College Mission Statement.
- **Bonds** – Debt instruments by which an investor loans money to an entity that borrows the funds for a defined period at a variable or fixed interest rate.
- **Budget** – An estimation of the revenue and expenses over a specified future period.
- **Calendar Year (CY)** – A one-year period between January 1 and December 31.
- **Capital Expenditure** – The use of funds or assumption of a liability in order to obtain or maintain fixed assets such as land, building and equipment.
- **Capital Program Projects** – Working capital projects which are based on current needs, funding priority and place in the College’s Ten-Year Collegewide Academic and Facilities Master Plan.
- **Capstone Project** – A multifaceted assignment that serves as a culminating academic and intellectual experience for students at the end of an academic program.
- **Centers of Excellence** – Designed to meet the educational, cultural and economic needs of our communities by providing the most innovative programming available. The College’s six Centers of Excellence include Nursing, Creative Arts, Public Safety, Hospitality Management, Information Technology and Manufacturing.
- **Collective Bargaining Agreement** – A labor contract between an employer and one or more unions. Collective bargaining consists of negotiation between representatives of a labor union and employer in respect to terms and conditions of employment such as wages, hours, working conditions and grievance procedures.
- **College Credit Plus (CCP)** – Allows eligible students in grades 7 through 12 to earn high school and college credit during summer, fall and spring semesters that will appear on both their high school and college transcripts.
- **Community Education** – Noncredit courses designed to promote individual development and improve one’s overall quality of life.
- **Component Unit** – The Governmental Accounting Standards Board (GASB) defines a component unit as a legally separate organization for which the elected officials of the agency are financially accountable.
- **Continuing Education** – A wide range of programs and courses spanning a broad base of career development, **personal enrichment and continuing education topics for all ages.**

- **Corporate College®** – A division of Tri-C that offers high-end technology courses and a wide spectrum of leadership and professional development programs designed for individuals as well as businesses that are seeking to improve skills and boost knowledge to compete in today’s business world. Corporate College® has state-of-the-art meeting and conference amenities available for rental.
- **COVID-19** - Abbreviation for novel coronavirus disease 2019 which is a new strain of coronavirus caused by the SARS-CoV-2 (severe acute respiratory syndrome virus 2) virus and was first detected in 2019 in Wuhan, Hubei province, China. COVID-19 is characterized as a pandemic due to the rapid increase in the number of cases affecting a growing number of countries. In addition to the disease itself, the COVID-19 pandemic caused global economic recessions in numerous countries. Additional information on the virus can be found on the CDC’s website <https://www.cdc.gov/coronavirus/2019-ncov/index.html>.
- **Department of Labor (DOL)** – A department of the United States government whose mission is to foster, promote and develop the welfare of the wage earners, jobseekers and retirees of the US; improve working conditions; advance opportunities for profitable employment; and assure work-related benefits and rights.
- **Employers Resource Council (ERC)** – The leading human resources organization serving Cleveland, Akron and Northeast Ohio with over 1,000 members. ERC helps organizations create great workplaces by providing HR resources, training, consulting and coaching services. The ERC hosts NorthCoast 99, a program honoring 99 great workplaces with top talent.
- **Enterprise Fund** – A fund that may be used to report any activity for which a fee is charged to external users for goods or services.
- **Enterprise Resource Planning (ERP)** – A business support IT system that maintains in a single database the data needed for a variety of business functions such as manufacturing, supply chain management, financials, projects, human resources and customer relationship management.
- **Environmental Protection Agency (EPA)** – An agency of the federal government whose mission is to protect human health and the environment.
- **Equal Employment Opportunity Commission (EEOC)** – An agency of the federal government responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee because of the person’s race, color, religion, sex (including pregnancy, gender identity and sexual orientation), national origin, age (40 or older), disability or genetic information.
- **Family and Medical Leave Act (FMLA)** – A United States labor law allowing an employee to take unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave.
- **Family Educational Rights and Privacy Act (FERPA)** – A federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable program of the U.S. Department of Education. FERPA gives parents certain rights with respect to their children’s education records.

- **Fiscal Year (FY)** – A 12-month period used for accounting purposes to prepare financial statements. The College operates on a fiscal year from July 1 to June 30.
- **Full-Time Equivalent (FTE)** – A measure of an employee’s involvement or a student’s enrollment with the College. An FTE of 1.0 means the person is equivalent to a full-time worker/student; while an FTE of 0.5 signals the worker/student is only half-time. Employees are based on position class, with one FTE defined as a 40-hour workweek and others as a 37.5-hour workweek. One student FTE is defined as 30 credit hours per academic year.
- **Fund Balance** – Fund balance is the difference between assets and liabilities for a governmental entity. It is a similar concept to equity in a for-profit entity.
- **Generally Accepted Accounting Principles (GAAP)** – Accounting standards developed and established by FASB and GASB, which determine how financial statements are prepared. Generally, GAAP includes local applicable accounting framework, related accounting law and rules.
- **General Fund** – The primary operating fund of the College that includes activities directly related to the College’s basic educational objectives.
- **Government Accounting Standards Board (GASB)** – Establishes accounting and financial reporting standards for state and local governments that follow GAAP
- **Government Finance Officers Association (GFOA)** – A professional association which represents public finance officials and whose mission is to promote excellence in state and local government financial management. The GFOA established recognition programs to encourage and assist state and local governments to improve the quality of their financial management and recognize their achievement. The College participates in the Distinguished Budget Presentation Award, the Certificate of Achievement for Excellence in Financial Reporting Program (CAFR) and the Popular Annual Financial Reporting Award Program (PAFR).
- **Governmental Fund** – An accounting fund used by governmental entities to account for financial resources that are earmarked for specific purposes or programs and are typically supported by taxes, grants or other public revenues.
- **Health Insurance Portability and Accountability Act of 1996 (HIPAA)** – A federal law that promises continued health insurance coverage and ensures health information privacy for those covered by health insurance plans.
- **Higher Learning Commission (HLC)** – An independent corporation founded in 1895 as one of six regional institutional accreditors in the United States. HLC accredits degree-granting post-secondary educational institutions in the 19-state North Central region.
- **Integrated Postsecondary Education Data System (IPEDS)** – A system of interrelated surveys conducted annually by the U.S. Department of Education’s National Center for Education Statistics. IPEDS gathers information from every college, university and technical and vocational institution that participates in the federal student financial aid programs.
- **Joint Apprenticeship Training Center (JATC)** – Where the College and trade unions partner to provide training and college credits in construction trades.

- **League for Innovation in the Community College** – An international non-profit organization with a mission to cultivate innovation in the community college environment. League activities and initiatives center on essential topics for community colleges, including diversity, equity and inclusion; information technology; leadership development; learning and student success; research and practice; and workforce development.
- **Leadership in Energy and Environmental Design (LEED)** – A program that sets standards used internationally for the design, construction and maintenance of environmentally sustainable buildings and infrastructure.
- **Major Fund** – A major fund as defined by the Governmental Accounting Standards Board (GASB) is one in which total assets plus deferred outflows, liabilities plus deferred inflows, revenues, or expenditures of the individual fund are at least 10% of the total for all funds in that fund category or 5% of the total of all governmental and enterprise funds combined.
- **Major Operating Unit (MOU)** – There are four major operating units that the College consolidates and manages - Access, Learning and Success; Administration and Finance; the Office of the President; and Workforce, Community and Economic Development Division.
- **NorthCoast 99 Award** – An annual recognition program issued by the Employers Resource Council that honors 99 great workplaces for top talent in northeast Ohio.
- **North Central Association of Colleges and Schools** – Commonly referred to as the North Central Association or NCA, it is peer review and evaluation association whose members include schools, colleges and universities in 19 states whose purpose is to provide educational accreditation to schools within its jurisdiction.
- **Northeast Ohio** – The area comprising counties of Cuyahoga, Geauga, Lake, Lorain, Medina, Portage and Summit.
- **Occupational Safety and Health Administration (OSHA)** – Created in 1970 to ensure safe and healthful working conditions for working men and women by setting and enforcing standards and by providing training, outreach, education and assistance.
- **Ohio Department of Higher Education (ODHE)** – Formerly known as the Ohio Board of Regents, ODHE is a Cabinet-level agency for the governor of the state of Ohio that oversees higher education for the state.
- **Ohio Public Employee Retirement System (OPERS)** – A state pension fund and retirement system that provides retirement, disability and survivor benefit programs for public employees throughout the state who are not covered by another state or local retirement system.
- **Operating Unit** – An organizational unit for which planning should take place and for which a budget is prepared.
- **Ohio Transfer 36** – A subset or a complete set (in some cases, the institution's Ohio Transfer 36 may satisfy the entire set of general education requirements) of a college's or university's general education requirements that represent a body of knowledge and academic skills common across Ohio colleges and universities, containing 36-40 semester hours or 54-60 quarter hours of courses in the fields of (1) English; (2) mathematics; (3) arts/humanities; (4) social and behavioral sciences; (5) natural and physical sciences; (6) interdisciplinary



coursework (optional). This requirement is generally completed in the first two years of a student's residency.

- **Playhouse Square** – A performing arts center in Cleveland whose mission is presenting and producing a wide variety of performing arts, advancing arts education and creating a destination for entertainment, business and residential living.
- **Quasi-Auxiliary Operating Units/Funds** – These operations are intended to be self-supporting. The revenue generated, based upon estimated enrollment, student success outcome analytics and service levels must be evaluated prior to the development of individual budgets. These operations are important since they allow the College to provide service to students and the community that the College may not otherwise be able to offer such as bookstores, food service, parking and noncredit training.
- **Restricted Grants and Contracts** – Funds which must be expended as specified by the grantor or donor and used to supplement the basic educational budget of the College.
- **Service Employees International Union (SEIU)** – A union for full and part-time public employees that represents various support employees at the College, including clerical, administrative, technical and supervisory staff.
- **SSI** — Ohio's primary mechanism of subsidizing the instructional costs at Ohio's public institutions of higher education for the purpose of reducing the cost of tuition for Ohio residents. SSI funding in each fiscal year is allocated according to a performance-based funding formula that incentivizes student course and degree completion, among other things.
- **State Teachers Retirement System (STRS) of Ohio** – A retirement system serving 346,388 active and retired Ohio public educators as of 2022. STRS Ohio is one of the largest public pension funds in the country.
- **STEM (Science, Technology, Engineering and Math education)** – The major goal of the STEM unit at the College is to increase student learning, success and completion of the Associate of Science or the Associate of Applied Science degrees. In addition to providing greater access to STEM education, the program seeks to strengthen the pipeline from secondary to post-secondary education and career and employment opportunities through associate degrees and certificates.
- **Student Financial Assistance** – Expenditure function for various financial aid options which includes student loans, grants, scholarships and public benefits.
- **Tax Budget** – A legal document prescribed by Ohio Revised Code 5705.28 which is used by the Budget Commission of the Cuyahoga County Fiscal Officer to certify property tax rates and issue a certificate of estimated resources.
- **Technology Plan** – Budget established to support the strategic direction for technology at Tri-C through the oversight, funding and prioritization of relevant technology projects. The committee (Tech Forum) approves the allocation of funds for technology capital projects and reviews and recommends the development of policies and procedures in areas related to technology.

- **Ten-year Collegewide Academic and Facilities Master Plan** – A tool to guide the College’s decision-making with respect to providing the right amount and type of space in which it delivers its programs based on forecasted academic needs over a 10-year planning horizon.
- **Tri-C®** – A registered trademark for the College, which has strong brand recognition in Northeast Ohio.
- **Tuition Guarantee Program** – An incentive for a student to enroll full time for three years and pay the same tuition throughout that period.
- **Workforce Community and Economic Development (WCED)** – A division at Tri-C that partners with businesses and industries, government organizations and the community to provide credit and noncredit fast-track training for individuals and businesses; employee and leadership development solutions for professionals and managers; and continuing education and community programs.
- **Workforce Solutions** – Workforce training provides both noncredit and credit training for individuals and businesses. Through employee training programs, professional development, lifelong learning opportunities and community service programs, Workforce Solutions is dedicated to enhancing economic growth and the quality of life in Northeast Ohio.

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For questions or concerns regarding Tri-C’s FY24 budget, contact:

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