

Listening Session Summary
Community and Strategic Partners
Thursday, March 20, 2025

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Question 1

Reflecting on our Vision: Reflecting on the context and Dr. Baston's message just shared, what stands out to you as the most essential outcomes Tri-C must achieve in the next five years? What challenges should we be especially mindful of?

Summary

Tri-C must focus on workforce development, enhancing student employment connections, and increasing enrollment and graduation rates. Strengthening partnerships with high schools, businesses, and the community is crucial.

Challenges include funding, declining population, negative perceptions of higher education, and adapting to market changes. Addressing affordability, accessibility, and relevance of courses, as well as providing diverse support services, are essential for success. Preparing for technological advancements, offering practical education, and engaging younger students are also important.

Overcoming structural issues and ensuring students' ideas are part of the college's evolution are key.

Responses

Career Education and Industry Alignment

Being mindful of available positions and the skill sets necessary to be qualified. Delivering appropriate skills that result in jobs.

Focus on short alternative careers

plumbing, carpentry, electric engineering

Strengthen their relationships with industries for in demand skilled jobs - career education focused students are looking for short term certifications

What are the future job trends

Challenges in Higher Education Landscape

adjusting to population changes - only population growth comes from immigrants

Challenge - Capitulation to federal chaos

Challenge - Continued negative perceptions of community college + not higher ed more broadly

Challenge - higher ed decreasingly seen as places of problem-solving

Challenge - higher ed too expensive + mounting debt

Challenge - how to engage younger students to enroll when they don't view it as a way to meaningful employment

Challenge - not enough emphasis on "creative" problem-solving

Challenge - out of touch faculty + administration

challenge: making the case for college

Challenge: possible dismantling of Department of Education

Challenges - many youth (+ adult learners) aren't seeing ROI

Challenges: mindset of the status quo community

Challenges current state of national politics and the removal of resources for minority students and underserved.

Change negative perception of the need for Higher Ed

continued commitment to equity despite federal landscape

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Cost and lack of flexibility with debt

Declining population - being a partner to position the region for success.

Declining population in Cleveland/Cuyahoga County

Declining trust in "institutions"

Demographic Changes in neighborhoods

Funding from Federal Gov't

funding levy recertification

is college still a vehicle for achieving a middle class/upper middle class life for communities affected by structural issues?

State legislature undermining legitimacy in public education (k-12 space)

Tax Funding. Will this make the cut

Thoughts of larger institutions taking over community colleges

Threats to social safety net on federal and state level

Community Investment Initiatives

Bold idea for a bright future

Pass a Levy

Value add

Community Resource Allocation

Funding is a challenge

Need to figure out if there is a structural or societal problem, compared to a communications problem.

Needed staff and resources to serve the community

Enhancing Student Engagement and Recruitment

Change approach to recruiting - more 25+ students over high schoolers

Considering new student needs is critical

Enrolling younger students at 7th grade

improving education at the elementary school level

Increase student success

maintain enrollment levels

New customers (business & students) within no demographic growth

Enrollment Growth Strategies

Dismantling of Higher Education - Government

I feel improving enrollment is essential

Increase enrollment

outcome: increased enrollment

Future of Education Programs

Application oriented education

Course offering relevance

high real-world application of the curriculum offered

how will the transition to a 4-year degree transform over the years?

Lifelong learning should be a priority

Practical education

Start dates of programs leave people looking for other programs

That the interest of earning a degree will still be demand

Will courses be feasible within the next 5 years

will courses be relevant to the need of employment

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Will the programs that can be met by the school help individuals with their future needs?

Meeting Labor Market Demands

Meeting employer needs quickly is needed

Offering entrepreneurial resources can increase real world preparedness

Offering Financial Resources

Other

Attending children community events

Be especially mindful of the student population

Be proactive in conducting cost comparisons to 4 year institutions with job placement potential

Being adaptable to the needs of staff, students, employers and the community.

Cannot be stagnant

challenge - ensure that students' ideas are part of the way the college evolves

challenge: population decline

Holistic yet strategic focus on academic improvements but remain student-centric in providing diverse wraparound supports

Levy in 2028 be ready, recertification

Outcome - prepare more students for in-demand jobs

Outcome: More language accessible courses, programs and language as Cleveland's newcomers community grows

Strengthen relationships with high schools

Student Accessibility Challenges

Challenge - help ESOL students with access

challenge: transportation constraints for students

Workforce Development and Community Engagement

accessibility

Adapt to market dynamics & innovations, ie AI

Align the value of Tri-C education with needs of the community

Allocate time to speak with HS students and listen, guide and implement alternative careers

Artificial Intelligence

Attract new customers (businesses & students)

Avoid only being known and accessed by the usual suspects

be highly rated by county residents, particularly potential students, as highly relevant to their careers

Become widely known as a trusted resource to all demographic groups across the county

Build a flexible and adaptable Tri C institution that can thrive under any political circumstance

Build iron clad relationships with existing and potential partners

challenge - access to enrollment if outstanding balances

Childcare services

Collaboration with stakeholders

Community and public perceptions around the need and benefits of higher education.

Education to job pipeline for youths and adults

Engage with HS students through after school programs

engaging students younger to understand the benefits of higher education

Enhance student employment connections & outcomes

Expanding opportunities for more students to access paid internships with the private sector

Faculty voice in the work they do without DEI limitations

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Family Education starting with parents
Fill in the Work Force and knowledge gap
Financial responsibilities to go to school.
Focus Groups needed of young adults to shape future classes
focus on non-traditional workforces where there are employment opportunities
Group mentoring with regional leaders
Heightened CCP engagement, a great way to engage students to stay in the region
Helping students make tangible connections to career pathways
Helping students to feel more positively about College and the future.
Higher yield + higher completion rates
Housing services, or vouchers
How can Tri-C change with the changing interest like entrepreneurship
Improve enrollment
Increase enrollment
Increase student enrollment and thoughts centered around the need for higher education.
Innovative Strategic Plan
keep students enrolled in higher learning to be successful
Keeping educations affordable and accessible for everyone
Keeping the interest of the community in pursuing higher education
Keeping up with the times
Lifelong learning culture (stackable credentials to upskill continuously)
Need to focus on supporting first year students to ensure retention and success
Outcome - enroll and graduate more students
Outcome: Tri-C is universally recognized as the region's premier workforce development provider.
Outcomes: workforce development; job placement for grads
Paid internships with local businesses
Partnering with Community and Businesses
Pivoting to meet ever changing demands in industry and public
Prepare people for AI and other tech areas M.B.
Preparing for a successful review in the next few years
Prioritizing offering wraparound services
Promote additional student support services, community programming
Promoting transfer programs
Promoting work opportunities tied to programs
Provide in-demand training
Provide opportunity to low-income residents M.B.
Provide the most accessible on ramp into higher education in the county
Providing classes for an aging population for
Providing Opportunities to Youth
Solicit the voice of others in future decision making
Strategic Planning has to open to be prepared for upcoming events
Strategies around preventing brain drain from CLE area M.B.
Strengthen relationships with area high schools
Strengthen relationships with employers
Strengthen workforce Partnerships

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Student Success- Really meeting students where they at
Support economic growth in CLE through strong workforce M.B.
Systematically leverage HEI and local govt collaboration to address social challenges
Tech-Forward Education
Technology & Economy changes
The need to be innovative to address future needs and expectations within Higher Ed.
The social aspects of traditional 4-year colleges that "attract" students (balance that need with need of nontraditional student populations)
Transformational
Understanding that people need to work and attend school-continue to help remove barriers M.B.
Value add of Tri-C education
Workforce Skills Development
Challenge - students trained to interview well but lack practice knowledge + skills relevant to workforce
Interdisciplinary, develop expert generalists in each of them for resilience
Providing different paths (re-entering society, pivoting in the workforce, transferring)

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Question 2

Reflecting on our Mission: What unique strengths or characteristics does Tri-C have that differentiate it from other local educational options that might give our students a competitive advantage and create social impact in our community?

Summary

Tri-C is recognized for its strong connection with the community, affordability, accessibility, diverse educators and students, multiple convenient locations, and reputable name. It offers a range of programs, including short-term workforce training, early college options, and adult education.

Tri-C is known for its innovative leadership, community engagement, and ability to adapt quickly to workforce needs. The college provides numerous pathways to employment through partnerships with local industries and offers extensive support services.

Its smaller class sizes, diverse course offerings, and commitment to lifelong learning contribute to its reputation as a trusted institution with a significant social impact.

Responses

Community-Centric Programs and Services

Cost less

Ability to obtain certifications and credits before completing school and get college credits

Ability to offer a wide range of classes and curriculums

ability to receive credits at a lower cost and in convenient locations in preparation to attend 4 year institutions

Ability to support a broader mix of student needs - traditional and non-traditional academic pathways

Access (location & cost & nimbleness)

Access to a wealth of local/regional leaders for engaging in immersive learning

Access to varying programs and opportunities for populations with barriers

accessibility

accessibility to educational opportunities for all ages

Adult Diploma and HSE through Tri-C's Ohio Options adult education

Affordability

Affordable Professional certification training eg: LEED GA/ LEED AP

Affordable and easily accessible

Arts and passion cultivation hub

As Dr. B says, Tri-C accepts the top 100% of students.

Being affordable compared to other colleges

Brand Recognition

Centrally located creating better accessibility

certification programs

College Credit Plus

connection with the community

Cost and accessibility, physically and financially

Creation of programs that focus on improving access

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Credibility in social change
Depth and breadth of programming creates robust pipeline for workforce opportunities
Diverse healthcare pathways & certifications w/ ample entry points for individuals @ various stages of life & career
Diverse staff
Diversity
diversity of educators and students
Dynamic leadership that is pushing the boundaries and dreaming big
Early college
Early college paired with say yes saves time and money
Early exposure to K-12 students
Entre to college experience
Excellent arts studies + programming
Free course offerings to assist individuals obtain their GED/HS Diploma
from 3 - 93 there is something for everyone - Programs, Events, Recreation, Youth Programming, The Arts, Degrees, Certificates, Senior Programming, Working with Community Partners. Invested in relationship building
funding from the community through levies is successful because of proven track record
Good foray into a 4 year college if college is challenging
good mixture of in person and virtual education to Support students time and transportation constraints
Great partnerships with community organizations
Hands-on learning and training
Hyper focused on needs of local workforce. M.B.
Industry specific expertise
Innovative Leadership willing to try new things to make impact
instruction from practicing professionals
Internship opportunities that lead to employment post-graduation
accessible and open to everyone
Job Programs & Employer Connections
Legacy - You know someone who is connected to the college - student, employee, business affiliate
Lifelong learning community-Community is able to take continuous learning classes
Location
lower costs
Mandel Center for the Humanities
many Short term workforce training programs
More mentally accessible especially for disenfranchised populations
More nimble than other institutions to adapt to changing workforce needs.
More short-term options and stackable credentials for students who stop in and out of education throughout their career.
multicultural
multiple campuses
Multiple campuses that adapt to the communities they serve
Multiple locations
Multiple locations that are close to major highways
Music/Jazz/theater cultivate and nourish young talent
neighborhood oriented campus placement (east, west, metro) (accessibility)
Nimbleness to be responsive to community needs

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option for first 2 years of college

Potential employment partners in multiple industries (healthcare, manufacturing, hospitality, etc)

Pride in community

Programs that look at and considers the needs of the community it serves.

Quantity of zero to low-cost certifications that provide direct pathways to high wage employment opportunities

Relay on the needs on local entities to create programming that lead to employment and careers

Shorter term certifications

shorter-term credentialing/upskilling options

Smaller classrooms are a positive

stakeholder commitment - the folks in the room!

Successful Early college programing for HS students

Support services for educational barriers outside the classroom.

Tax Payers

The Access Office that addresses the needs of every student

The certification programs which have led to direct job placement

the name recognition: everyone knows what Tri-C is

The relatively low cost of a quality education

The significant number of collaborations with grass root training programs

They respond quickly to change, and opportunities compared to four year institution.

Track record of applied social change success

Variety programs to led to direct employment

Vast number of teaching modalities - online, in-person, 4 locations, Access

Visible presence within the community

visionary, charismatic leadership unapologetic about bold change

Well known faculty + administrators that give credibility

Well known, beloved graduates

Willingness to engage the community and their students in a thoughtful, transparent and meaningful way

Willingness to Expand physically to offer various curriculum

Distinct Campus Experience

85% of Graduates remain in the region

Access center as an extension

Accessible - many campuses across the region + within other institutions

Generally trusted institution like libraries

Lots of school pride that gives a similar experience to universities.

Retention of talent pool in the region, leading to long term impact and engagement

Robust Alumni network

Staff availability and accessibility

The physical design of the structures on each campus

Tri-c is in "your backyard" the home feel of the campuses can be used to ease angst of students not wanting the traditional University feel.

Tri-C should have satellite offices at community centers

Inclusive Higher Education

Diverse course offerings M.B.

Fulfill Higher-Ed aspiration beyond age

Many high school students have free access through Say Yes Scholarships

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Point of entry to higher Education M.B.

Other

Cleveland specific

collaborative approach to

committed staff

employment ready curricula and studies

great access and support for in person and distance learning

intergenerational study body

Partnering with other local workforce programs

respected leadership and proven track record

Tri-c working directly with Cleveland employers on credentialing/program creation

wrap around services

Practical Skill Development

A dedication by Tri C to addressing issues that are real to students and equipping them with the skills to be successful.

creating courses that are in workplace demand

Employer driven & curated training programs that provide students w/ intimate industry knowledge & connections

integrate into public schools for the pipeline of students and improve the education of children

Offering the technology programs that can take you to the workforce quickly

Public-Private Partnerships - NEORSD Ambassador Program; Health Industry Econ Dlvp Employers (CC, UH, MH, NEON, etc.)

Quality Education Access

Affordable, High Quality and Accessible educational opportunities

great nursing program

Life-long learning opportunities for everyone

Strong Brand Recognition

great brand

name brand

Support for Nontraditional Students

More diverse faculty + administrators

Nontraditional student population M.B.

vast array of resources and on-ramps

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Question 3

Reflecting on our Mission: What skills, knowledge or competencies do you think are most critical for students entering today's job market, either immediately after leaving Tri-C or after further education?

Summary

Critical skills for students entering today's job market include basic technology and computer literacy, strong communication abilities (both verbal and written), teamwork, emotional intelligence, adaptability, and resilience.

Additionally, students should possess project management, critical thinking, informed decision-making, financial literacy, and networking skills. Soft skills such as empathy, social awareness, conflict management, and a positive work ethic are also essential.

Proficiency in Microsoft products, AI, multilingual capabilities, and an understanding of professional etiquette and organizational processes are important.

Overall, students need to be self-starters, motivated, and eager to learn and grow.

Responses

Analytical and Executive Skills

Analytical Skills

Coping skills

executive functioning skills

Basic Technology Proficiency

Basic computers skills

Basic daily skills like writing checks

Basic Technology skills

Computer literacy

Computer literacy and ability to navigate various platforms

Leaving with technical skills in career field

limited computer skills

Microsoft Products

stronger computer skills knowledge of a broad range of skills

tech skills: AI!!!!

Civic Engagement Skills

Civics

how to participate in Democracy

how to run a meeting

how to sell your ideas

Communication Skills Development

Ability to communicate

Ability to communicate clearly

Comfortable in Communication through all modes - in person, on screen, call, email etc

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Communication

Communication - verbal

Communication skills in order to effectively collaborate and work in a team.

communications skills (speaking, writing)

Multilingual Spanish for specific business purposes

oral communication capabilities because new students are technology savvy

Public Speaking

speech etiquette

Creative and Urban Mindset

Committed - Subject Matter Experts

Strong writers + creative thinkers

Urban mindset with a suburban spice

Critical Thinking Skills

Critical problem solving

critical thinking

Critical thinking

informed decision making

Cultural Awareness and Adaptability

Adaptability

Community Awareness

Multicultural Awareness

Curiosity and Respectful Behavior

curiosity and inquiry

Inquisitive

Respectful

Digital and Financial Literacy

Being financially literate

Digital literacy

Financial Literacy

Effective Communication Skills

Active listening skills

conversational skills

Networking Skills

Effective Teamwork and Collaboration

ability to command and manage across differences

Comfortable in intergenerational learning and teamwork

effective team-building and organizational collaboration

learning skills from their community

the ability to collaborate and build teams

Emotional Intelligence and Empathy

effective, appropriate use of AI

Emotional Intelligence

emotional intelligence

Empathy + compassion

Essential Skills and Wealth Building

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digital literacy (non-industry specific)

life skills

literacy and numeracy skills at the level of their occupation

Personal communication skills

The skill to separate the workplace from private life

Time management skills, ability to plan ahead, set, and achieve deadlines.

Wealth Building (Businesses ownership, home ownership, investment, etc.)

Innovative Thinking and Collaboration

Better together - We instead of Me mindset

Data analysis (and how to use a spreadsheet)

Folks committed to racial equity, human rights + social justice

Lifting each others up, mentoring each other

Radical imagination

To think beyond what "exists"; out of the box

Interpersonal Communication and Relationships

Ability to make and maintain relationships

Challenge is students may not stay on campus to make connections because they can go home after class. How do you encourage that.

Covid ramifications communication and social interaction

customer service

face to face interactions

interpersonal communication

Interpersonal relationships and friendships with different communities

Person to person interaction

Other

AI Knowledge

capacity to think critically over long-term projects

Coding

Common sense (though it isn't that common)

conflict resolution

Courage!

empathy

focus

Google Docs is not Microsoft

Having a clear understanding of the democratic process, how government works and understanding the importance of elected officials

Humility

Interdisciplinary and systems thinking

responsible and accountable

Personal Growth and Resilience

Competent confident, creative and courageous

Courageous risk takers

Curious

Honest, truth tellers

initiative / self-starting

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Motivated self-starters
resilience in face of challenges

Self-aware individuals

Problem-Solving and Conflict Management

Conflict Management

managing conflict

Problem solving

Problem-solvers

Professional Communication Skills

Business Writing Skills

Interviewing Skills

Presentation skills

Professional Skills

Professional Development Skills

constructive listening

financial (systems) competency

organizational skills

receptiveness to feedback and coaching

soft skills: EQ, problem solving

Professional Relationship Building

confidence, social skills, interpersonal relationships

interpersonal internal and external customer service skills

Networking/Social Capital/Relationship Building

Project and Time Management

Collaborators

Multi-tasker

project management

project management and completion

Team player

time and energy management

time management

Understanding organizations have their process and taking time to learn

Understanding the importance of getting to work on time and understanding other professional etiquette

Social and Networking Skills Enhancement

Social Skills

Social/Networking Skills

Social/people skills

Social Awareness and Empathy

ability to be vulnerable

empathy and taking focus off of self

social awareness and sensitivity

Soft Skills Development

personal boundary skills

Soft skills

soft skills - internal/external

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Soft skills - pre-employability skills

Work Ethic and Readiness

Adaptive and willingness to learn through self-discipline

Eagerness to work

good work ethic

Grit and patience

Maturity

readiness and desire to learn and grow

work culture readiness

Workplace Ethics and Values

Caring for the work they do

Loyalty to the mission of the organization

positive and professional attitude

Strong Value system - Respects others

Worker Rights

Workplace Professionalism

Commitment

Etiquette

Professionalism

Timeliness

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Question 4

Reflecting on our Values: What institutional values might we need to nurture or develop further to meet the challenges ahead?

Summary

To meet future challenges, we should nurture values such as inquiry, freedom of expression, student voice, accountability, cultural and mental health support, curriculum updates, transparency, continuous education, personal and career coaching, DEI, respect for diverse opinions, student empowerment, asset-driven mindset, entrepreneurship, data-driven decisions, collaborations, community engagement, qualified teaching, innovative and flexible learning, alumni engagement, valuing employees, meeting community needs, adaptability, integrity, workforce development, inclusivity, equity, global and local action, creating belonging, tailored education, and enhancing confidence and user experience.

Responses

Diverse Community Engagement

Cleveland centric

Community Awareness

Embracing and handling Change

Leave No One Behind

Nurture the feeling in youths that "you are enough" Do not let the institutional pressures interfere confidence

Respect for diverse opinions and experiences

Top-down decisions need to be better embedded into "implementors"

Educational Empowerment and Social Responsibility

Ability to be adaptable

Accessibility of language

Accountability

ACCOUNTABILITY

Adaptability

adaptive

adaptive learning tools

aggressive expansion of student population to be senior inclusive and inclusion of important curricula related to estate planning, Medicare and Medicaid access, senior service access, long term care planning

Asset Driven Mindset

Being aware of changes in the society and adapting

Cleveland commitment

Collective thinking and action vs individualism

Commitment to human rights

Commitment to social justice

Compassionate

Confidence (easy to get lost in the system)

continue to embrace the community at large

continue to serve the underserved populations

cultural

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Customer service oriented + user experience
data-driven decision-making
DEI
Empowered professors and staff = empowered students
encourage more entrepreneurship
Equity
Flexibility
Flexible
Freedom of Expression
Global citizenship + local action
go learn how to make some money!
Inquiry
Kind
leaning into the current generation's skills/focus
Loyalty Integrity
making an impact
meet the needs of students with families (whole family)
Meet the needs of the community
mental health services
Mentorship
More student centered
Nimble
Not give up based on externalities
offer service-learning and community engagement projects
Open minded
Pauses are good to recharge and relaunch career
personal development courses
personal/career coaching for students
Population tailored education
promote continuous education with upskilling and reskilling
Qualified Teaching Professionals
Racial Equity
Recognition that all global issues are local and local issues are global. Break the silos.
respect
results driven
Special attention to + opportunities for disenfranchised staff (janitors, maintenance, etc.
specifically, Tri C holding itself accountable to specific metrics
Staying innovative
student voice is essential
STUDENTS FIRST
supporting the aging community of elders
transparency
Understanding the expectations of the students
updating curriculum to industry needs
value employees and reward them accordingly

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workforce development

Wrap around services due to populations serviced needing supports

Innovative Collaborative Partnerships

Alumni Partners and Mentors

Collaborations

Embrace Alumni and have them be more engaged as allies and donors

Partnerships (Not the typical ones)

Student Success and Diversity

Academic Achievement

community partnerships

Confidence to help alleviate the hopelessness described in the Google search Greg shared.

Creating a sense of belonging for all students, faculty + staff

Embrace Diversity

Every student is capable of succeeding

Individual goals - helping students to see their goals and pathway.

Individualized approach to learning

quality of

Removing Barriers to Success

understanding the importance of equity and equality

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Strategies to Thrive

What unmet needs might our community be asking of Tri-C that, if we met, might be a game changer?

Summary

The majority of initiatives from the Community and Strategic Partners focus on preparing students for college, offering classes at non-profits and senior centers, and addressing social determinants of health.

There are efforts to improve communication about services, provide financial literacy, and create language-accessible programs. The initiatives emphasize economic mobility, climate action, diverse career paths, and equitable outcomes for boys and men.

Collaboration with industries, housing options for single parents, and addressing environmental justice are also key. Workforce training aims to meet regional employer needs and promote anti-racist frameworks.

Other responses emphasize addressing the middle class squeeze by increasing earnings and providing better job placement opportunities. They highlight the importance of equitable gig work, community services, conflict resolution programs, entrepreneurial education, and career-driven education.

Additionally, they stress the need for more Tri-C staff engagement in the community to enhance the established brand's success.

Responses

Community Engagement

bringing more services to the community

Conflict Resolution Center/Program

doubling down on putting tri c staff into the community to put a face to the successful brand already established.

Education and Career Opportunities

better job placement opportunities for your students

Career Driven Education

classes loctae

Entrepreneurial education

Education and Housing

class

housing

Education and Workforce Development Initiatives

3rd Space s on each campus

A relationship with the children that have been counted out...letting them know that they too have a possibility for a brighter future.

Action

Address the inequitable educational and economic outcomes for boys & men.

Anti Racist Framework for Workforce

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better communication about the many services offered
classes located in non-profits
Climate/Green Workforce Preparation
Different Career Paths for every need
Economic mobility opportunities-connecting to more employers
Embracing Diversity for a better Cuyahoga County
Energy education
Environmental Justice
financial literacy for the community
greater focus on addressing student social determinants of health. housing, food security etc
Housing
innovative approaches to trades work with MAGNET
inter-generational opportunities for mentoring and collaborating
Language Accessible Programs
Matching Talent with Employers
more off-site learning places
Offering more housing options for students with children (single parents)
Partnering with industries that provides job opportunities
Pathway for Climate action
Political activity
Policy and advocacy around social safety net
relentlessly work with the largest employers in the region to meet their workforce needs (Clinic, UH, Cliffs, Progressive,) and growing middle market companies
Relevance - students need to understand the value they are receiving
senior center classes
Students better prepared to enter college
train workers and entrepreneurs to address the lead remediation needs
true collaboration
Wealth. (Universal Basic Employment)
Income Disparity and Gig Economy
Stop gap from the families above poverty line in the middle-class squeeze, earn more, but not enough
The inequity being created in "gig" work