

**AQIP Category Nine  
Building Collaborative Relationships**

**Context for Analysis (C)**

**9C1 Key Collaborative Relationships**

The College provides the quantity and quality of services to its constituents through the collaborative relationships that have been formed over the years. These relationships are with accrediting and oversight bodies, secondary schools, two and four-year institutions, elementary schools, business and industry partners, community groups, vendors, and various consortiums. Table 9.1 lists the College’s key collaborative relationships and the nature of the relationship.

Key Collaborative Relationships

Table 9.1

Lorain County Community College	Program collaboration in Phlebotomy
University of Cincinnati, Tiffin University, Franklin University, Bowling Green State University College of Technology, Tiffin University, University of Toledo, Ferris State, Ashland College, University of Findlay, Miami University	Bachelor degree completion programs available to Terra students.
Course Applicability System (CAS)	A multi-state, bilateral course equivalency system involving the Ohio Board of Regents and the two-year and four-year state colleges and universities in Ohio, <a href="http://www.transfer.org">www.transfer.org</a>
Transfer Assurance Guides (TAGS)	Transfer Assurance Guides will allow students to complete introductory courses in their major for transfer.
Transfer Modules	Transfer of general education components between state institutions. <a href="http://www.regents.ohio.gov">www.regents.ohio.gov</a>
Northern Ohio Public Higher Education Covenant	An agreement among seven public colleges or universities in northern Ohio reflecting the need for, “new and more creative and collaborative responses from regional higher education institutions”
Higher Learning Commission	Participation in AQIP
Ohio Board of Regents	State Coordinating Board
Inter-University Council Purchasing Group Ohio (IUC - PG)	Purchasing Co-op Membership
AVI Food Services	Vending and Cafeteria
High school partnership initiative	The high school partnership initiative adapts Terra’s services to individual high schools.
Northern Ohio Educational Computer Association (NOECA)	Collaborates in delivery of distance education courses to high schools and General Mills sites across the country
Businesses & Industries	Credit and non-credit training through the Kern Center
EnterpriseOhio Network	A statewide quality and productivity improvement resource
Community	Community choir and music programs
Workforce Training Alliance	One stop training center

Area Associations such as Chamber of Commerce, North Coast Job Fair, Ottawa County Safety Council , Ottawa County Improvement Corp., Sandusky County Leadership Group	Joint projects, community teamwork. Cooperative venture with Terra's student services and area job stores
Health Care Facilities	Collaboration with area health care facilities to determine needs

### Business and Industry

Business and industry partners provide input to the curriculum through Advisory Boards, and support the college by sponsoring apprenticeship and tuition reimbursement for their employees. Local industries also provide co-op opportunities for Terra students. The College also partners with industry and other agencies in the service district in grant applications. Terra Community College has been instrumental in establishing a collaborative with NASA Plum Brook. They have focused on creating an apprenticeship program, focused on an employee assessment program and contract training to meet NASA's needs as they gear up for projects relating to the replacement for the current space shuttle. This involvement indicates Terra Community College and NASA's foresight regarding future needs for the area.

The Engineering Division has also been involved with the First Energy/Davis-Besse Nuclear Power Plant. Davis-Besse has a number of workers nearing retirement age and with a scheduled outage in December of 2007. Terra and Davis-Besse has formed a unique collaboration to educate students for future needs in Nuclear Power by having the students in the program serve a co-op during this outage. By using Davis-Besse instructors in the program, credibility and integrity is established.

In November of 2006 the Ohio Board of Regents released the figures for the annual Higher Skills Incentive Grant. The grant is competitive based on non-credit revenue generated during the past fiscal year. There were 3.8 million dollars available this year to be shared by the 53 two year campuses in the state that provide non-credit training. This includes all community and technical colleges, plus all university branch campuses. Terra will receive \$145,990.00. The money will be used primarily to offset overhead expenses in the Kern Center. This is a credit to the entire staff in the Kern Center including the Small Business Development Center and the Job Store, both of which contribute to our total revenue.

#### Established Apprentice & Industrial Training Programs:

Bellevue Manufacturing, Bellevue, Ohio  
 Biro Manufacturing – Marblehead, Ohio  
 Crown Battery, Fremont, Ohio  
 Delphi - Sandusky, Ohio  
 EDS Unigraphics - St. Louis, Missouri  
 Fostoria Machine and Tool, Fostoria, Ohio  
 Freeman Corporation, Fremont, Ohio  
 Great Lakes Electric, Milan, Ohio  
 Heinz, Fremont, Ohio  
 Intermetro Industries, Fostoria, Ohio  
 McNaughton-McKay - Fremont, Ohio  
 Meridian Automotive Systems (formerly Visteon) - Sandusky, Ohio

Motion Controls Plus - Fremont, Ohio  
NASA Plum Brook, Sandusky, Ohio  
National Machinery LLC - Tiffin, Ohio  
Norton Manufacturing / Callies Performance Products - Fostoria, Ohio  
PEPCO / Siemens Automation - Toledo, Ohio  
Reino Linen, Gibsonburg, Ohio  
Routh Packing, Sandusky, Ohio  
Sheppard Mechanical, Toledo, Ohio  
StyleCrest Manufacturing - Fremont, Ohio  
Techniform, Fremont, Ohio  
Tenneco Automotive - Milan, Ohio  
The Fabrication Shop, Fostoria, Ohio  
Tradesmen International, Maumee, Ohio  
United States Gypsum, Gypsum, Ohio  
Walters Boiler Works, Fremont, Ohio  
Whirlpool Corporation - Clyde Division, Clyde, Ohio  
Wilbert Plastics, Bellevue, Ohio

Supporting Industry Base is one of the College's strategic initiatives. Terra's president, administrators, and faculty have visited more than 180 companies in the College's service district to discuss how Terra can meet their needs. This one-on-one collaboration allows the College to talk directly with the companies that send their employees to Terra for courses or who hire Terra graduates.

#### Professional Organizations

Professional organizations such as the Society of Plastics Engineers (SPE) provide scholarships, equipment, and technical expertise to Terra students. The SPE also invited Terra faculty and students to their national conference the last three years. Some of the other professional organizations faculty belongs to are Ohio Transfer Council, Society of Manufacturing Engineers (SME), Society of Women Engineers (SWE), Modern Language Association (MLA) and College of English Association (CEA).

#### High Schools and Career Centers

Over the past decade, articulation agreements have been created for students graduating from career centers who matriculate to Terra. More recently articulation agreements have been developed with career centers offering Tech Prep pathways. High school articulation agreements may be viewed at <http://www.terra.edu/academics/articulation/homepage.asp>. A high school partnership initiative was developed to adapt Terra's services to individual schools. For example, with career centers, Terra offers the following new services:

- A \$500 dollar scholarship per individual program
- Joint Open Houses
- Visits to Terra's campus by career center students
- Hiring part-time Outreach Specialists for underserved populations
- Scheduling educational forums on students' readiness for college
- Offering PSEO classes at Port Clinton, Fremont Ross, and Woodville Fall 2007
- Host regional DECA, VICA and Tech Prep Showcase competitions

### Other Colleges and Universities

Students interested in transferring to a four-year college or university have the opportunity to meet with representatives of those schools on-site at Terra on a regular basis through visits and the annual Transfer Fair. Scheduled annually, the Fair regularly attracts more than 25 colleges and universities to the campus to discuss transfer opportunities with Terra students and graduates.

Through collaborative agreements with four-year schools, Terra provides a number of “bachelor completion programs,” which are designed to allow a graduate with an applied associate degree to complete a baccalaureate degree in a reasonable amount of time. These degrees may be completed on-site at Terra Community College, online from the four-year school, or at the four-year school. On campus programs include University of Cincinnati, Tiffin University and Miami University. On line programs with University of Findlay, Bowling Green State University and Franklin University.

### Collaborative Allied Health Programs

A phlebotomy certificate is offered in collaboration with LCCC, which offers the technical courses on Terra’s campus. Other articulated agreements exist with Bowling Green State University, Firelands (Respiratory Care Technology) and Owens Community College (Practical Nursing and Dietetic Technician). Discussion is underway with LCCC to form a collaborative Medical Lab Tech program.

### CAS

CAS, the Ohio Statewide Course Applicability System, is a collaborative project involving the Ohio Board of Regents and the two-year and four-year state colleges and universities in Ohio. This system allows students to obtain degree requirements and course equivalencies online to facilitate transfer from one institution to another. Terra Community College has participated in this program since its inception. [www.transfer.org](http://www.transfer.org)

### Transfer Assurance Guides (TAG) and Technical Transfer Cores (TTC)

The Transfer Assurance Guides and Technical Transfer Cores are designed to enhance student transfer among public institutions. Terra works with the OBR, the coordinating body for these efforts. See 1P12 for additional information regarding TAGs and TTCs.

### Northern Ohio Transfer Council

The Northern Ohio Transfer Council is an organization, made up of two-year and four-year public and private colleges and universities in northern Ohio that facilitates cooperation between these institutions. Terra Community College has participated in this organization since it first expanded from its northeastern Ohio roots. Terra administrators have also been a members, and officers, of the Ohio Transfer Council for many years.

### Northern Ohio Public Higher Education Covenant

In March of 1995, the presidents of seven public colleges or universities in northern Ohio signed an agreement reflecting the need for, “new and more creative and collaborative responses from regional higher education institutions.” Terra Community College’s former president, Charlotte Lee, signed this agreement along with the presidents of Bowling Green State University, University of Toledo, Cuyahoga Community College, Lakeland Community College, and Owens Community College. This collaboration has continued in many forms.

The EnterpriseOhio Network

The EnterpriseOhio Network is a statewide quality and productivity improvement resource available to all Ohio businesses seeking to improve their selection, development and retention of talented people. Over 52 public two-year community and technical colleges and university branch campuses have been working together since 1986 to serve Ohio employers. The Network partners with companies to profile jobs, assess skill requirements, screen new hires, and deliver training that continually supports the success of the businesses.

Workforce Training Alliance

The Workforce Training Alliance (WTA) is a partnership between Vanguard-Sentinel Career Centers, Sandusky County Economic Development Corporation, and Terra that provides one-stop training center services. New collaborations with industrial partners in 2006 include the China Challenge and the Apprentice Round Table.

**9C2 Reinforcing Mission and Supporting Institutional Directions**

These collaborative relationships reinforce Terra's mission as each aligns with one or more of the College's Ends Policies. For example, in support of *Access and Opportunity*, the College works to expand access to post-secondary educational opportunities and to reduce or eliminate barriers based on time, place, or economic factors. Through collaborations with secondary schools, the Tech Prep Consortium and NOECA, Terra has expanded access and opportunity to students through distance education classes offered via interactive television, hybrid and weekend courses. Terra has collaborated on several grants with NOECA to ensure that area high schools are able to obtain the necessary equipment to receive classes broadcast from Terra. Terra is expanding a program with General Mills to broadcast industrial training through live two-way interactive television to plants across the country.

In addition, Terra collaborates with several consortiums to lower purchasing costs, utility costs and wage and benefit costs. Terra works with the Inter-University Purchasing Council Group, which is a purchasing consortium of all of the state universities and colleges in Ohio, to obtain the lowest costs when purchasing college supplies. Terra also works with the State of Ohio and The Ohio State University to ensure the lowest prices when making major purchases. Terra also collaborates with the Bay Area Gas Consortium to obtain the lowest prices on heating fuel. The College's HR department belongs to a consortium to get the lowest rates on workman's compensation insurance.

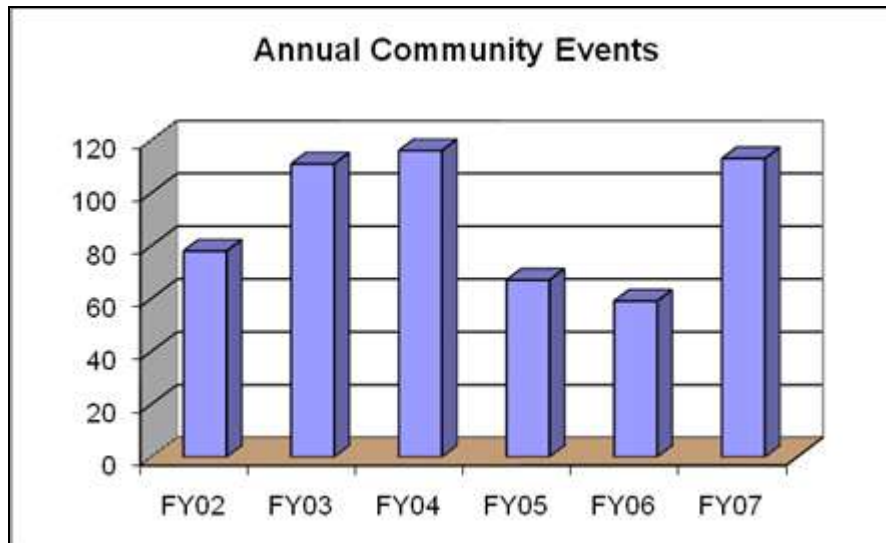
The Ends Policy, *Lifelong Learning*, is supported through collaborations that provide opportunities for continuing education and training for adult learners. The Ends Policy, *Community Relationships*, is supported through the collaborative work with other business, industry, and governmental agencies and individuals to meet community needs.

## Processes (P)

### **9P1 Creating, Prioritizing and Building Relationships**

Faculty and staff at Terra have strong ties with the community. Terra employees (approximately 31 of all full-time employees) are ambassadors for Terra when they participate on various boards or with community organizations. Terra employees serve (or have served) on a variety of Boards including United Way, the Chamber of Commerce, the Family and Children First Council, the Prevention Partnership, the Health Board, the Clyde Schools, Fremont City Schools, the Red Cross, Lions Club, Kiwanis Club and the Sandusky River Watershed Coalition. This involvement allows Terra to contribute to the community by sharing talents, expertise, and resources. At the same time, it allows the College to strengthen its ties with the community and to become more cognizant of the needs of the communities that it serves.

During FY 2006, there were 59 community events bringing over 6,700 participants on campus. Major event group categories consisted of events sponsored by K-12 (including graduation ceremonies), higher education, health care providers, community organizations, and manufacturing symposiums.



Terra student clubs also were involved in service learning projects. A major focus for Phi Theta Kappa during last year included a project to develop smoking awareness among community members by distributing literature, gathering “Commit to Quit” agreements, and by walking at the Relay for Life event. Student Senate assisted with voter registration drives and invited the community to a “Meet the Candidates Night”, as well as participating in the Relay for Life walk-a-thon for the American Cancer Society.

Terra’s Music department developed community relationships through their many musical programs and by involving community members in their concerts. Approximately 80-90 community members participated during the year in various music concerts, while many more became involved with Terra through music lessons given on campus. It should be noted that the majority of these instrumental and vocal concerts were given in various locations throughout the service district, including Fostoria, Fremont, Port Clinton, and Oak Harbor.

Faculty members and division deans meet on a regular basis with faculty and administrators from area career centers and high schools to update curriculum agreements and create new pathways when appropriate. Similarly, Terra administrators and faculty members meet with representatives from area universities to form agreements to provide transfer opportunities for students. By participating in state and regional meetings, Terra faculty and staff form relationships with educators from across the state. Over the past year, faculty members have collaborated with the Ohio Board of Regents committees to develop learning outcomes for and approve TAG courses to enhance transfer among state public colleges and universities of pre-major and major courses for specific programs of study.

### **9P2 Ensuring Needs are Being Met Sources**

Terra ensures that the needs of its partners are met by seeking input through advisory boards, DACUMs, and college-initiated focus groups. Through the College's recent strategic planning process, community members were able to provide input via surveys and focus groups. Identification of key communities and areas of emphasis are developed through the environmental scanning process and through the involvement of the Board, the leadership team and other staff members with community boards, organizations, and economic development groups.

### **9P3 Creating and Building Relationships Within the Institution**

The College relies on internal collaboration as much as it does external collaboration to function on a day-to-day basis. Relationships within the institution are built in a number of ways. First, the use of cross-functional teams allows for input across departments into decision-making and problem solving. Second, the College relies on cross-training and lateral service to meet the personnel needs that fluctuate during the academic year for some departments. Below is the percentage of personnel that attended training relating to the college's quality initiative based on the 2006 Campus Quality Survey.

#### **Overall**

Yes	59%
No	41%

#### **Support Staff**

Yes	41%
No	59%

#### **Faculty**

Yes	71%
No	29%

#### **Administrative/ Professional Staff**

Yes	65%
No	35%

Terra is working on developing stronger relationships within the institution. Students are kept abreast of College happenings through the use of Terra's website and the student newsletter. The Student Senate has worked to create a caring atmosphere at Terra through yearly Red Ribbon campaigns and various other activities. Service learning has been incorporated into many classes at Terra. College councils commission teams that are cross divisional and cross functional.

**9P4 Measuring Collaborative Relationships and Analyzing Results**

Because the collaborations in which the College engages are numerous and varied, multiple measures, some of which are listed below, are used to measure the success of these collaborations.

The number of articulation agreements that are in place with high schools and colleges and universities

The number of high school students who attend Terra upon their high school graduation

The number of Terra graduates who continue their education at a college or university

The number of students participating in apprenticeships programs

The comparison and analysis of student, faculty, and staff satisfaction surveys to determine improvement

**Results (R)****9R1 Results for Building Collaborative Relationship**

The College's efforts in collaborative relationships have resulted in a number of partnerships related to economic development, such as those with the Sandusky County Economic Development Corporation (SCEDC) and with WIA providing One Stop Jobs Store services for a four-county area. Terra is currently the fiscal agent for the SCEDC. Several members of the Kern Center staff regularly participate in various SCEDC committees and activities. Terra has been the fiscal agent and provided physical space for the SBDC since its introduction into Sandusky County in 1988. This partnership provides essential services to small businesses in the community and further solidifies Terra's connection with economic development. The Director of the four county Jobs Stores is housed at Terra Community College along with the fiscal operation of that agency. Literally thousands of clients benefit from the services provided by this collaboration.

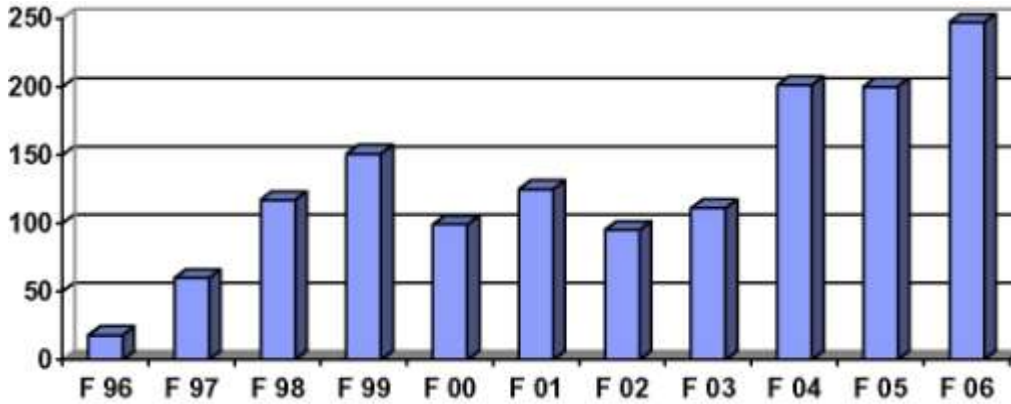
Figure 9.1 reflects the number of community events the College has hosted over the last several years. A decline in the number of events over the last two years may reflect the College's efforts to recoup costs of security and housekeeping from outside groups using the facilities.

**High schools and career centers**

The number of students enrolled in the PSEO program increased significantly from fall 96 through fall 2006. Approximately 235 high school students will take advantage of this opportunity annually (Figure 9.2). Tech Prep articulation agreements allow many other high school students to complete college courses. A good number of the students who participate in Tech Prep as high school students do continue on at Terra after high school graduation. (Table 9.2)

The College has articulation agreements with seven area vocational schools/tech centers. These may be viewed at <http://www.terra.edu/academics/articulation/homepage.asp> .

Unduplicated fall enrollment  
PSEO high school students Figure 9.2



Colleges and universities

Terra’s specific transfer agreements for a number of programs are listed in Table 9.3. A bachelor completion program with Lourdes College will allow students to remain on Terra’s campus after completing an associate degree in Early Childhood Education while pursuing a Bachelor of Arts in Early Childhood Education. A second agreement will allow engineering technology students to complete a Bachelor of Science in Applied Science with a major in Electro-Mechanical Engineering Technology from Miami University on Terra’s campus with Miami courses delivered via interactive video.

Tech Prep students continuing at Terra Table 9.2

HS Graduation Year	Attended TCC as HS student only		Attended TCC as Undergraduate		Total	TCC Graduate
	HS student only	%	Undergraduate	%		
1997	8	33.3%	16	66.7%	24	3
1998	5	26.3%	14	73.7%	19	3
1999	13	36.1%	23	63.9%	36	6
2000	55	56.1%	43	43.9%	98	14
2001	51	55.4%	41	44.6%	92	6
2002	53	55.2%	43	44.8%	96	0
2003	82	66.7%	41	33.3%	123	0
2004	70	58.3%	50	41.7%	120	1
2005	114	72.6%	43	27.4%	157	0
Total	451	47 %	314	43.9%	765	33

Transfer Agreements Table 9.3

<u>Business</u>	<u>Engineering</u>
University of Toledo	University of Toledo
Bowling Green State University	University of Cincinnati
Heidelberg College	Miami University
Ashland University	<u>Technology</u>
University of Findlay	University of Toledo
Tiffin University	Bowling Green State University
Franklin University	University of Cincinnati
<u>Social Work/Human Services</u>	<u>Nursing</u>
Bowling Green State University	Bowling Green State University
University of Toledo	University of Toledo
University of Cincinnati	Medical College of Ohio
Tiffin University	Lorain County Community College
<u>Law Enforcement</u>	<u>Arts and Science</u>
Bowling Green State University	Bowling Green State University
University of Toledo	University of Toledo
Tiffin University	Tiffin University
<u>Education</u>	Heidelberg
Ashland University	University of Findlay
Lourdes College	Ashland University

**Improvement (I)**

**9I1 Improvement of Current Processes and Systems**

Terra Community College continually examines external relationships and agreements. Terra personnel collaborate with their partners in education, business and industry and the community to assess student needs. Articulation agreements with tech prep institutions and career centers are modified on an annual or bi-annual schedule to reflect student needs. Terra personnel meet annually with allied health personnel to gather input on how the College can best meet the allied health needs in the service district. College Advisory Boards meet annually or bi-annually with college personnel to update program curriculum.

**9I2 Targets, Improvement Priorities and Communications**

The College sets targets for improvement based on feedback from its partners in business and industry, education, and the community. This feedback is acquired through surveys, evaluation forms, focus groups, and informal meetings and conversations. Targets for improvement are prioritized based on their relationship to the College’s Mission and Ends Policies.

Results of satisfaction surveys are shared with administrators, faculty and staff. Information is disseminated through news releases, through board meetings, and through advisory board meetings. Terra’s website is used to share collaboration efforts. High school counselors, students, and parents of students can easily access current articulation agreements by accessing the Terra’s website.