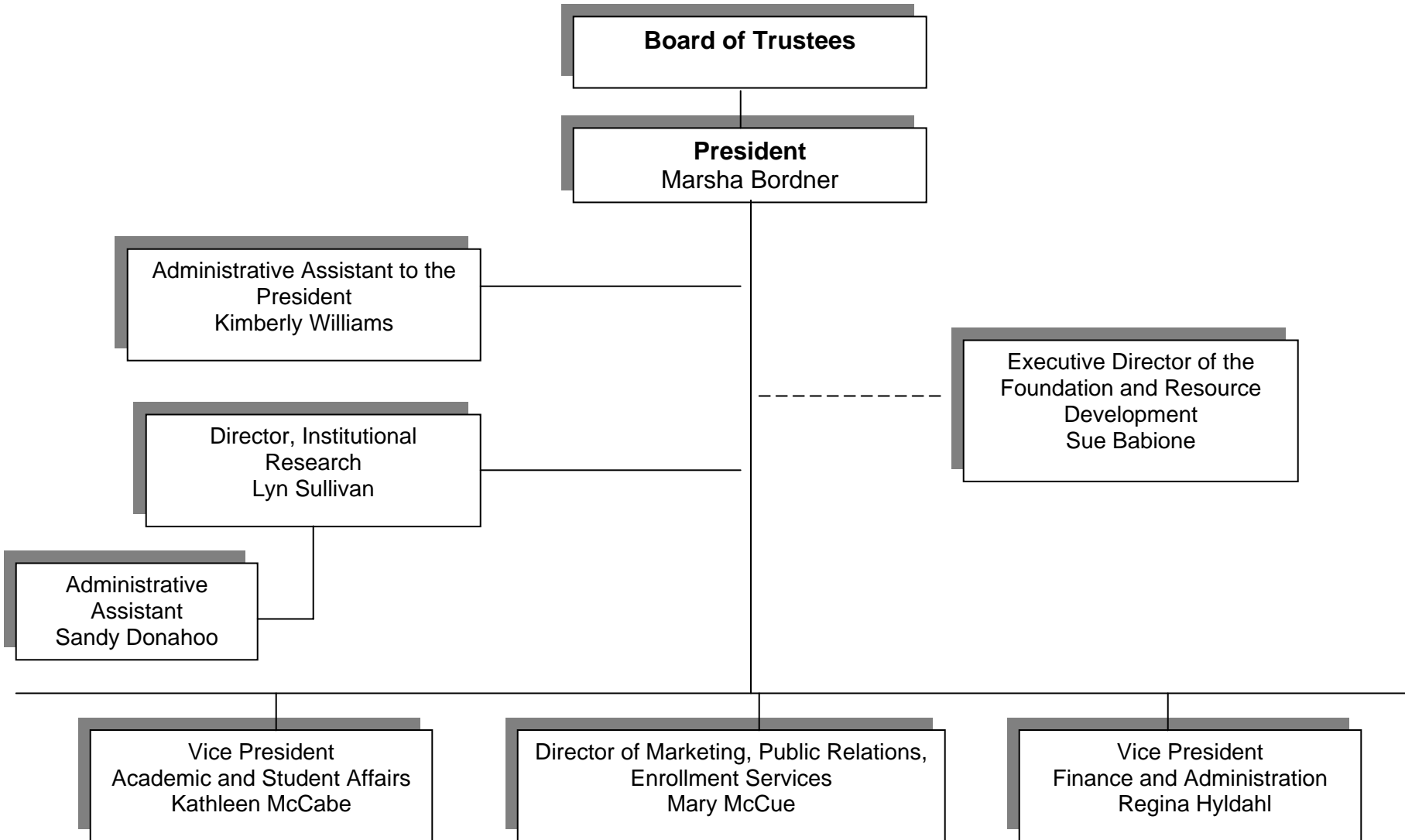
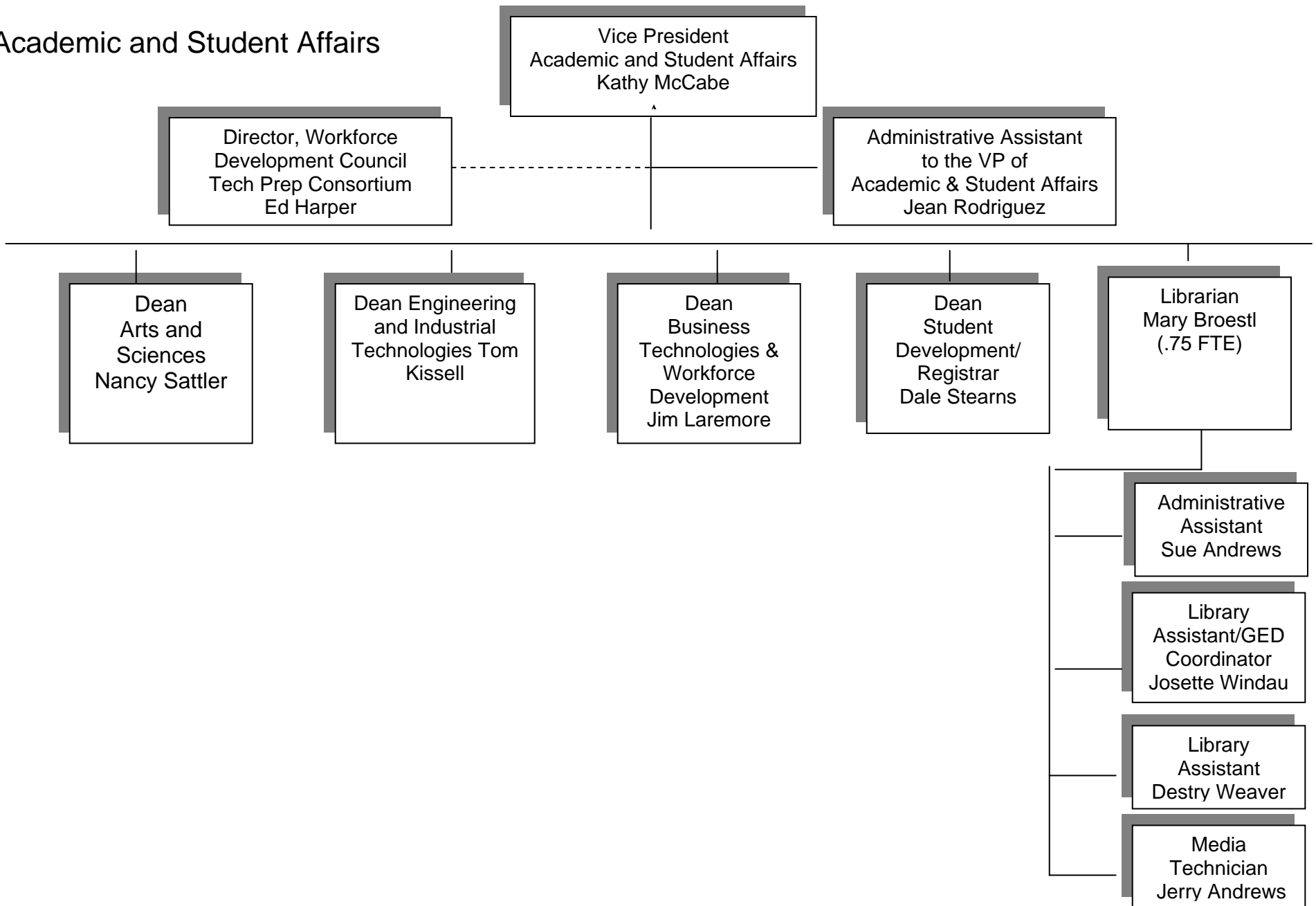


Appendix A

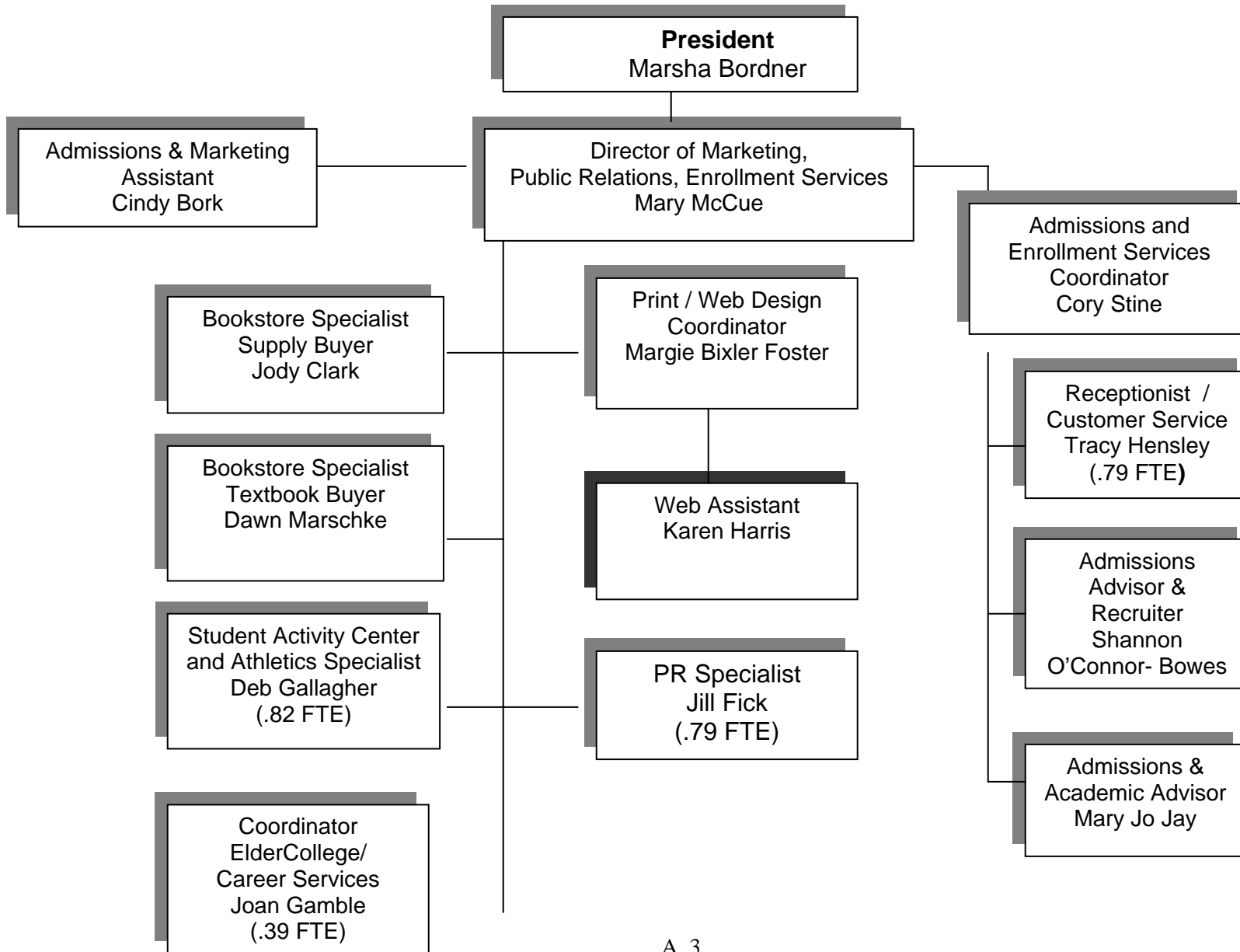
ORGANIZATIONAL CHART



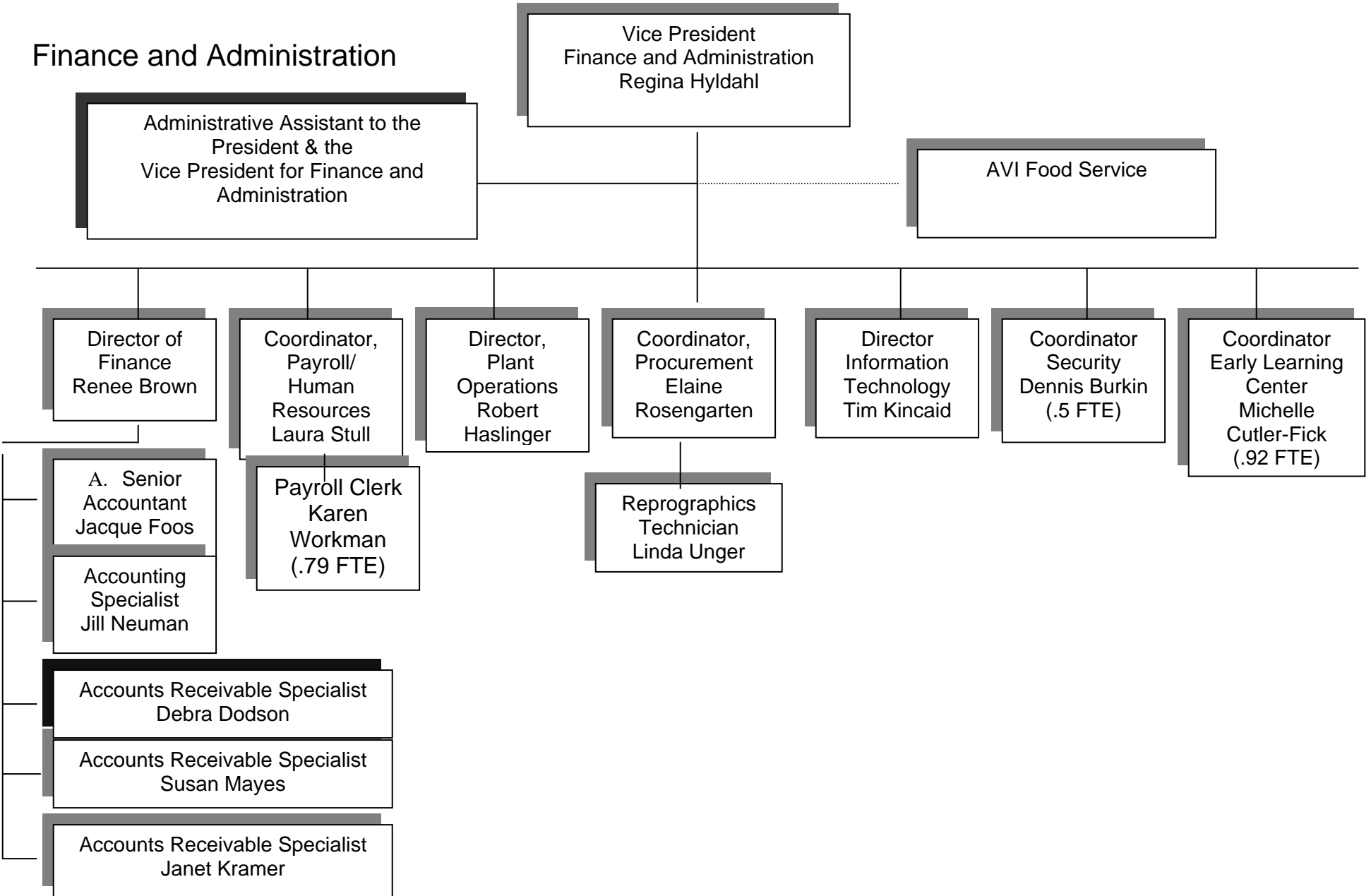
Academic and Student Affairs



Marketing and Enrollment Services



Finance and Administration



Appendix B

MISSION STATEMENT

Terra Community College is committed to our communities, education for life, and excellence in all that we do

ENDS POLICIES

Access and Opportunity – Terra will expand access to post-secondary programming through on-going review and environmental scanning to ensure that time, place, and economic constraints will not prevent anyone from participating in the college’s programs and offerings. Integral to this will be competitive, innovative, and well-marketed programs and services.

Lifelong Learning – Terra will assist its communities to, first, better understand the value of, and, then, make available lifelong learning for their business, their industry, and their citizens. Terra will develop and provide flexible learning opportunities for all segments of the community as well as providing the opportunity for lifelong education.

Student Success – In order to maximize student potential, we will meet the diverse needs of different age groups, interest areas, and developmental levels of our students.

Community Relationships – Terra will foster a positive image which will enhance the general public’s understanding of the quality programs and services which the college provides to the community including collaborative work with other business, industry, and governmental agencies and individuals to meet community needs.

Institutional Vitality – Terra will partner with faculty and staff to be on the leading edge of technology, use their knowledge in the classroom, in the office, and throughout the college to improve the quality of our programs and services while increasing efficiencies in our workplace.

Stewardship – Terra will provide effective stewardship of college assets (equipment, facilities and human resources), as a key to providing quality programming, services, and outcomes.

Appendix C

WE VALUE:

- Each learner's success as our highest priority.
- Diversity.
- Input from all stakeholders.
- Academic excellence inside and outside of the classroom.
- The potential of each person to learn.
- Learning from our students and from each other.
- Teamwork.
- A caring and professional relationship among student learners, college employees, and the communities we serve.
- Accountability for our actions.
- Innovative technology that enhances learning and job performance.
- Academic, professional, and personal integrity.
- A campus that is accessible, clean, safe, and provides an ideal environment in which to learn.
- Quality in our work.
- Commitment to the community to enhance the quality of life.
- Teaching learners to communicate, solve problems, value others, work together, and act responsibly.
- An environment that encourages independent thinking, acting creatively, and being resourceful.
- Lifelong learning.
- Fun.



Terra Community College
2830 Napoleon Road
Fremont, OH 43420
1.800.334.3886 or 866.AT.TERRA
www.terra.edu



STRATEGIC PLAN AND INITIATIVES 2006-2007

Vision 2010
Terra State Community College:
Your Center for Education,
Training, and the Arts

Mission:

Terra State Community College
is committed to excellence in
Teaching, Training, and
Lifelong Learning.

STRATEGIC END: ACCESS & OPPORTUNITY

ENDS POLICY: TERRA WILL EXPAND ACCESS TO POST-SECONDARY EDUCATION BY MINIMIZING THE BARRIERS OF LOCATION, TIME, DIVERSITY, AGE, AND FINANCIAL CONSTRAINTS.

Current Initiatives:

- Enhance Enrollment Growth - Ongoing
- Improve Targeted Marketing -Ongoing
- Expand/Improve On-line Instruction - Ongoing
- Expand Partnerships with High Schools – Fall 08

Completed Initiative:

- Revise Course Scheduling

Tabled Initiative:

- Increase Availability for Childcare

STRATEGIC END: WORKFORCE DEVELOPMENT

ENDS POLICY: TERRA WILL ASSIST ITS LEARNERS IN ACQUIRING THE KNOWLEDGE, SKILLS, AND ATTITUDES NECESSARY FOR PREPARATION AND ADVANCEMENT IN CAREERS OF TODAY AND THE FUTURE.

Current Initiative:

- Support Manufacturing Base – Fall 07

Completed Initiative:

- Expand Work Experiences

Future Initiative:

- Increase Certificate & Credentialing

STRATEGIC END: STUDENT SUCCESS

ENDS POLICY: IN ORDER TO ENSURE STUDENT SUCCESS, TERRA WILL PROVIDE CLEAR AND CONSISTENT ADVISING FROM RECRUITMENT THROUGH GRADUATION OR COMPLETION OF INTENDED GOALS, SOUND ARTICULATION AND TRANSFER POLICIES, THE TRAINING AND/OR SKILLS NEEDED TO BE SUCCESSFUL ON THE JOB, AND VALID ASSESSMENT PRACTICES OF STUDENT LEARNING.

Current Initiatives:

- Improve Advising Processes – Fall 07
- Improve Academic Quality & Flexibility – Fall 07
- Develop New Programs - Ongoing

Completed Initiative:

- Convert to Semesters

Future Initiative:

- Facilitate Transfer
- Expand Student Activities

STRATEGIC END: COMMUNITY RELATIONSHIPS

ENDS POLICY: TERRA WILL COLLABORATE WITH BUSINESS, INDUSTRY, COMMUNITY ORGANIZATIONS, GOVERNMENTAL AGENCIES, AND INDIVIDUALS TO FOSTER COMMUNITY PRIDE AND UNITY.

Current Initiative:

- Reach out to Meet Educational & Economic Needs in Service District - Ongoing

Future Initiative:

- Serve as Arts & Cultural Center

STRATEGIC END: LIFELONG LEARNING

ENDS POLICY: TERRA WILL PROVIDE LEARNING OPPORTUNITIES FOR ALL SEGMENTS OF THE COMMUNITIES IT SERVES.

Future Initiative:

- Respond to Changes in Population
- Respond to Diversity Changes

STRATEGIC END: COLLEGE VITALITY

ENDS POLICY: TERRA WILL SEEK TO BE VITAL BY BEING GOOD STEWARDS OF OUR HUMAN, PHYSICAL, AND FINANCIAL RESOURCES; BY EMPLOYING LEADING-EDGE TECHNOLOGY IN OUR PROGRAMS AND IN OUR CAMPUS OPERATIONS; AND BY PROVIDING RELEVANT PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR OUR FACULTY AND STAFF.

Current Initiatives:

- Expand Fundraising Strategies (Major Gifts Campaign) – Fall 08
- Implement Integrated Technology Plan – Fall 07
- Create Energy Conservation Plan – Fall 07
- Prepare Feasibility Study for Renovation of Current Facilities – Fall 07

Completed Initiatives:

- Implement Jobs Classification System
- Prepare Campus Master Plan
- Redesign Staff Performance Evaluation System
- Upgrade Telecommunications System
- Prepare Feasibility Study for Major Gifts Campaign

Future Initiative:

- Improve Faculty Hiring and Professional Development
- Enhance Employee Recognition and Reward Programs

Appendix D

Student Satisfaction Survey Results

ADMISSIONS & FINANCIAL AID		1999		2001		2003		2005
	TCC	CC Avg.	TCC	CC Avg.	TCC	CC Avg.	TCC	CC Avg.
Admissions and Financial Aid	4.89	4.94	5.14	4.94	5.17	4.95	5.08	5.03
Adequate financial aid is available for most students.	4.88	4.96	5.07	4.96	5.14	4.96	5.05	5.05
Financial aid awards are announced to students in time to be helpful in college planning.	4.62	4.63	4.82	4.63	4.82	4.65	4.77	4.78
Financial aid counselors are helpful.	4.95	4.9	5.07	4.88	5.12	4.88	5.03	4.96
Admissions counselors accurately portray the campus in their recruiting practices.	4.75	4.92	5.15	4.93	5.13	4.94	5.04	5.02
Admissions staff is knowledgeable.	5.19	5.24	5.41	5.22	5.52	5.22	5.37	5.28
Admissions counselors respond to prospective students' unique needs and requests.	4.89	4.98	5.28	4.98	5.24	4.98	5.19	5.06
SAFETY AND SECURITY								
Safety and Security	5.07	4.76	5.44	4.81	5.38	4.81	5.34	4.84
Security staff is helpful.	4.36	4.7	4.92	4.73	4.98	4.74	4.98	4.79
Security staff responds quickly in emergencies.	4.42	4.64	4.81	4.68	4.92	4.71	4.76	4.77
Parking lots are well-lighted and secure.	5.46	4.84	5.82	4.9	5.64	4.92	5.66	4.96
The campus is safe and secure for all students.	5.39	5.33	5.82	5.37	5.79	5.39	5.74	5.46
The amount of student parking space on campus is adequate.	5.52	4.24	5.62	4.31	5.4	4.27	5.44	4.2
REGISTRATION EFFECTIVENESS								
Registration Effectiveness	5.27	5.26	5.36	5.25	5.47	5.27	5.34	5.32
The personnel involved in registration are helpful.	5.41	5.29	5.53	5.25	5.63	5.25	5.43	5.28
Classes are scheduled at times that are convenient for me.	4.71	5.33	4.75	5.31	5.1	5.31	5	5.35
I am able to register for classes I need with few conflicts.	5.31	5.25	5.22	5.25	5.39	5.26	5.28	5.3
Policies and procedures regarding registration and course selection are clear and well-publicized.	5.4	5.3	5.53	5.3	5.54	5.32	5.36	5.37
Class change (drop/add) policies are reasonable.	5.18	5.26	5.47	5.28	5.48	5.3	5.4	5.38
There are convenient ways of paying my school bill.	5.27	5.17	5.5	5.19	5.47	5.21	5.37	5.29

Terra Community College

		1999		2001		2003		2005
The business office is open during hours which are convenient for most students.	5.22	5.27	5.39	5.25	5.47	5.25	5.32	5.3
Billing policies are reasonable.	5.29	5.12	5.4	5.14	5.46	5.17	5.29	5.21
Bookstore staff is helpful.	5.64	5.28	5.49	5.3	5.66	5.33	5.63	5.42
CAMPUS SUPPORT SERVICES								
Campus Support Services	4.69	4.77	4.97	4.8	4.92	4.81	4.89	4.88
Childcare facilities are available on campus.	4.43	4.22	4.51	4.31	4.55	4.35	4.59	4.41
Personnel in the Veterans' Services program are helpful.	4.28	4.4	4.54	4.43	4.47	4.45	4.52	4.51
This campus provides effective support services for displaced homemakers.	4.38	4.56	4.6	4.58	4.7	4.6	4.69	4.69
The career services office provides students with the help they need to get a job.	4.51	4.88	4.99	4.88	4.78	4.86	4.81	4.89
The student center is a comfortable place for students to spend their leisure time.	5.22	4.93	5.32	4.97	5.16	5	5.27	5.09
There are adequate services to help me decide upon a career.	4.98	5.03	5.22	5.03	5.14	5.04	5.01	5.11
New student orientation services help students adjust to college.	4.81	5.06	5.28	5.07	5.31	5.06	5.18	5.14
CAMPUS CLIMATE								
Campus Climate	5.25	5.12	5.45	5.13	5.36	5.14	5.34	5.21
Most students feel a sense of belonging here.	5.52	5.16	5.46	5.17	5.32	5.18	5.24	5.25
Faculty care about me as an individual.	5.47	5.27	5.53	5.26	5.41	5.27	5.46	5.31
The college shows concern for students as individuals.	5.13	4.98	5.31	4.97	5.27	4.98	5.25	5.03
People on this campus respect and are supportive of each other.	5.25	5.02	5.51	5.06	5.33	5.11	5.38	5.18
The campus staff is caring and helpful.	5.35	5.23	5.55	5.23	5.59	5.25	5.5	5.33
It is an enjoyable experience to be a student on this campus.	5.56	5.31	5.79	5.32	5.57	5.35	5.52	5.43
The campus is safe and secure for all students.	5.39	5.33	5.82	5.37	5.79	5.39	5.74	5.46
Students are made to feel welcome on this campus.	5.64	5.39	5.77	5.39	5.65	5.41	5.61	5.48
I generally know what's happening on campus.	4.73	4.77	4.97	4.76	4.8	4.74	4.91	4.82
This institution has a good reputation within the community.	5.6	5.47	5.66	5.48	5.53	5.49	5.65	5.54
This school does whatever it can to help me reach my educational goals.	5.13	5.07	5.38	5.06	5.2	5.07	5.21	5.14
Administrators are approachable to students.	5.09	5.06	5.34	5.06	5.26	5.08	5.24	5.15
New student orientation services help	4.81	5.06	5.28	5.07	5.31	5.06	5.18	5.14

Terra Community College

students adjust to college.								
		1999		2001		2003		2005
I seldom get the "run-around" when seeking information on this campus.	5.28	4.94	5.34	4.94	5.37	4.96	5.28	5.02
Channels for expressing student complaints are readily available.	4.62	4.69	4.93	4.71	4.98	4.72	4.86	4.81
ACADEMIC SERVICES								
Academic Services	5.11	5.13	5.42	5.18	5.43	5.22	5.35	5.34
Library resources and services are adequate.	5.2	5.19	5.51	5.28	5.57	5.34	5.42	5.47
There are a sufficient number of study areas on campus.	5.28	5.05	5.6	5.13	5.4	5.17	5.44	5.24
Library staff is helpful and approachable.	5.4	5.23	5.49	5.27	5.61	5.3	5.4	5.4
Computer labs are adequate and accessible.	5.15	5.11	5.48	5.22	5.37	5.34	5.44	5.47
The equipment in the lab facilities is kept up to date.	4.91	5.09	5.33	5.15	5.35	5.2	5.31	5.33
Tutoring services are readily available.	4.87	5.18	5.19	5.16	5.47	5.16	5.23	5.28
Academic support services adequately meet the needs of students.	4.88	5.02	5.29	5.04	5.22	5.05	5.18	5.14
ACADEMIC ADVISING & COUNSELING								
Academic Advising/Counseling	4.97	5.07	5.24	5.06	5.2	5.05	5.13	5.13
My academic advisor is approachable.	5.2	5.34	5.34	5.31	5.45	5.29	5.34	5.36
My academic advisor helps me set goals to work toward.	4.69	4.84	4.95	4.85	4.97	4.86	4.88	4.94
My academic advisor is concerned about my success as an individual.	4.79	4.95	5.18	4.94	5.13	4.93	4.98	5
My academic advisor is knowledgeable about my program requirements.	5.21	5.28	5.46	5.25	5.34	5.23	5.24	5.32
My academic advisor is knowledgeable about the transfer requirements of other schools.	4.72	4.94	5.07	4.96	5.09	4.97	5.1	5.03
Counseling staff care about students as individuals.	4.97	5.02	5.25	5.01	5.19	5.02	5.11	5.09
This school does whatever it can to help me reach my educational goals.	5.13	5.07	5.38	5.06	5.2	5.07	5.21	5.14

Appendix E

Code of Conduct / Code of Ethics

GOVERNANCE POLICY 9: BOARD MEMBERS' CODE OF CONDUCT

Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.

- A. Board member's interaction with the president or with staff must recognize the lack of authority in any individual board member or group of board members.
- B. Board member's interaction with the public, press or other entities must recognize the same limitation and similar inability of any board member or board members to speak for the board.
- C. Board members will make no judgments of the president or staff performance except as that performance is assessed against explicit board policies by the official process.

GOVERNANCE POLICY 9.5: ETHICS POLICY

Terra State Community College Board of Trustees to will carry out the mission of the College in accordance with the strictest ethical guidelines and conduct themselves in a manner that fosters public confidence in the integrity of the Terra Board, its processes, and its accomplishments.

Terra Board members must, at all times, abide by protections to the public embodied in Ohio's ethics laws, as found in Chapters 102. and 2921. of the Ohio Revised code (R.C.), and as interpreted by the Ohio Ethics Commission and Ohio courts. Members must conduct themselves, at all times, in a manner that avoids favoritism, bias, and the appearance of impropriety.

A general summary of the restraints upon the conduct of all Board members as well as employees includes, but is not limited to, those listed below. No Board member shall:

1. Solicit or accept anything of value from anyone doing business with the College;
2. Solicit or accept employment from anyone doing business with the College, unless the Trustee completely withdraws from College activity regarding the party offering employment, and the Board approves the withdrawal;
3. Use his or her public position to obtain benefits for the official or employee, a family member, or anyone with whom the official or employee has a business or employment relationship;
4. Be paid or accept any form of compensation for personal services rendered on a matter before, or sell goods or services to, Terra State Community College.
5. Be paid or accept any form of compensation for personal services rendered on a matter before, or sell (except by competitive bid) goods or services to, *any* state agency other than Terra State

Terra Community College

Community College, unless the Trustee first discloses the services or sales *and* withdraws from matters before the Terra Board that directly affects officials and employees of the other state agency, as directed in R.C. 102.04.

6. Hold or benefit from a contract with, authorized by, or approved by, the Terra State Board of Trustees (the Ethics Law does except limited stockholdings, and some contracts objectively shown as the lowest cost services, where *all* criteria under R.C. 2921.42 are met);
7. Vote, authorize, recommend, or in any other way use his or her position to secure approval of a Terra State Community College contract (including employment or personal services) in which the official or employee, a family member, or anyone with whom the official or employee has a business or employment relationship, has an interest;
8. Solicit or accept honoraria (see R.C. 102.01(H) and 102.03(H));
9. During public service, and for one year after leaving public service, represent any person, in any fashion, before *any* public agency, with respect to a matter in which the Trustee personally participated while serving with Terra State Community College;
10. Use or disclose confidential information protected by law, unless appropriately authorized; or
11. Use or authorize the use of his or her title, the name “Terra State Community College,” or “TSCC,” or the College’s logo in a manner that suggests impropriety, favoritism, or bias by the Trustee, official, or employee;

For purposes of this policy:

- “*Anything of value*” includes anything of monetary value, including, but not limited to, money, gifts, food or beverages, social event tickets and expenses, travel expenses, golf outings, consulting fees, compensation, or employment. “Value” means worth greater than de minimis or nominal.
- “*Anyone doing business with Terra State Community College*” includes, but is not limited to, any person, corporation, or other party that is doing or seeking to do business with, regulated by, or has interest before Terra State Community College.

Every Terra State Community College Board member or employee required to file a financial disclosure statement must file a complete and accurate statement with the Ethics Commission by April 15 of each year. Any member or employee appointed or employed after February 15 and required to file a financial disclosure statement must file a statement within ninety days of appointment or employment.

APPENDIX F

LIST OF ACRONYMS

AC	Administrative Council
AQIP	Academic Quality Improvement Program
APQC	American Productivity and Quality Center
BGSU	Bowling Green State University
CAS	Course Applicability System
CASA	Council of Academic and Student Affairs
CIMS	Center for Integrated Manufacturing
CLA	Center for Learning Achievement
CPC	College Planning Council
CQI	Continuous Quality Improvement
CQIN	Continuous Quality Improvement Network
CS	Computer Systems
DACUM	Developing a Curriculum
DECA	Delta Epsilon Chi Association
DJFS	Department of Job and Family Services
EDQIC	Employee Development and Quality Improvement Council
ETAC	External Transfer Advisory Committee
EMC	Enrollment Management Council
HEI	Higher Education Information System
IOF	Inventing Our Future
LCCC	Lorain County Community College
NISOD	National Institute for Staff and Organizational Development
NOECA	Northern Ohio Educational Computer Association
OAD	Office Administration
OBR	Ohio Board of Regents
OSHA	Occupational Safety and Health Administration
OBR	Ohio Board of Regents
PDSA	Plan - Do - Study - Act
PTK	Phi Theta Kappa
PSEO	Post Secondary Enrollment Option
PGI	Professional Growth Incentive
SAAA	Student Academic Achievement Assessment
SBDC	Small Business Development Center
SCEDC	Sandusky County Economic Development Corporation
SIFE	Students in Free Enterprise
SME	Society of Manufacturing Engineers
STNA	State Tested Nurses Aid
TAG	Transfer Assurance Guide
TFA	Terra Faculty Association
TU	Tiffin University
UC	University of Cincinnati
UT	The University of Toledo
WIA	Workforce Investment Act
WTA	Workforce Training Alliance

