

Criterion I – Mission

The institution’s mission is clear and articulated publicly; it guides the institution’s operations.

1.A. The institution’s mission is articulated publicly and operationalized throughout the institution.

1. The mission was developed through a process suited to the context of the institution.
2. The mission and related statements are current and reference the institution’s emphasis on the various aspects of its mission such as instruction, scholarship, research, application of research, creative works, clinical service, public service, economic development and religious or cultural purpose.
3. The mission and related statements identify the nature, scope and intended constituents of the higher education offerings and services the institution provides.
4. The institution’s academic offerings, student support services and enrollment profile are consistent with its stated mission.
5. The institution clearly articulates its mission through public information, such as statements of purpose, vision, values, goals, plans or institutional priorities.

1A.1 The mission was developed through a process suited to the context of the institution

Since 1968, Terra State Community College (TSCC) has served Northwest Ohio with a strong community focus and a commitment to providing students with quality educational programs and training opportunities, all of which are reflected in the most recent strategic plan, strategic plan 2021-2024. With input from internal stakeholders, students, and more than 100 community members throughout the Spring 2019, the “Champions of Change” identified specific strategic plan initiatives that included the creation of a new Mission, Vision and Core Values for the institution. The primary goal was establishing an institutional foundation that focused on student success, faculty and staff excellence, and community engagement.

The Champions for Change consists of Terra Faculty Association members, Ohio Association of Public School Employees (OAPSE), American Federation of State, County, and Municipal Employees (AFSCME) local members, staff members, and college administrators. Obtaining employee participation at all phases was critical to the process. Further, with input from internal stakeholders, students, and from more than 100 community members throughout the spring of 2019, the Champions identified the following six strategic plan initiatives:

1. Strengthen our academic programs and offerings
2. Foster college wide communication
3. Strengthen community partnerships
4. Prioritize student progress

5. Maximize faculty and staff development

6. Encourage innovation and growth on campus and in the community

The Champions for Change met quarterly to develop goals and action steps relative to each of the six initiatives. Due to COVID-19 pandemic, timelines for each initiative will be adjusted once faculty and staff return in the Fall Semester 2020.

The following Mission, Vision, and Core Values were established by the Champions of Change in 2019 and reflects the commitment of the College to connect all relevant stakeholders including faculty, staff, and the service district community. A new Strategic Plan (2024-2026) is in the final stages of completion and the Mission, Vision, and Core Values remain unchanged.

Mission- To provide the highest quality education and training to our students, faculty, staff and community.

Vision- Be the Model for academic excellence, student-focused service and community engagement.

Core Values:

- Teamwork
- Excellence
- Respect
- Responsibility
- Accountability

1A.2 The mission and related statements are current and reference the institution's emphasis on the various aspects of its mission such as instruction, scholarship, research, application of research, creative works, clinical service, public service, economic development and religious or cultural purpose.

The "Champions" continued to meet quarterly in order to develop the goals and action steps that provided the foundation for the strategic plan. Metrics and Key Performance Indicators were formulated to measure progress as well as to identify the responsible personnel and budgetary resources necessary to carry out the final plan.

TSCC is in the final stages of approving a new Strategic Plan and the Mission, Vision, and Core Values remain unchanged. While the Mission remains broad, the new plan continues the focus of student success, faculty excellence, and community engagement. Aligned with these objectives are three new primary strategic goals that help ensure adequate infrastructure to support the different aspects of the Mission:

- Create Opportunities for Learning
- Place Students at the Center
- Build Institutional Capacity

Strategic Objectives of these goals include:

- Providing relevant and emerging academic and workforce programs

- Strengthening student support systems
- Providing accessible and affordable education
- Developing systems that support a culture of fiscal sustainability
- Recruit and retain a high-quality workforce
- Provide institutional infrastructure that meets student needs and mirror business and industry standards

1A.3 The mission and related statements identify the nature, scope and intended constituents of the higher education offerings and services the institution provides.

The Mission, Vision and Core Values identify the primary constituents the College serves- Students, Faculty, Staff, and the Community. The Vision establishes the aspirational goals of becoming the model for academic excellence with an additional focus on community engagement. The Core Values were established to create an internal foundation for faculty and staff that establishes a culture of Teamwork, Excellence, Respect, Responsibility, and Accountability.

The Strategic Plan 2021-2024 was adopted to create a foundation that supports these components and provides various action steps to ensure progress to goal achievement.

In the Spring 2022, TSCC created a new position to oversee the Strategic Plan progress, Senior Vice President for Innovation and Strategic Planning. This individual holds regular meetings with stakeholder groups to review progress and recommend changes or updates, including the Institutional Leadership Team. This position represents a commitment by the College to prioritize the regular evaluation of the Mission, Vision and Core Values and help ensure the strategic goals are effectively implemented. This individual was instrumental in the development of the new Strategic Plan (2024-2026) which continues to support the constituents, services, and strategic goals of the institution.

The current Strategic Plan (2021-2024) runs through a four-year cycle with regular reviews of the Key Performance Indicators occurring on an annual basis. This cycle will help ensure that TSCC will best be able to meet the changing needs of both the campus and community stakeholders on a more regular basis.

The current Plan consists of four primary initiatives:

1. ***Foster Robust Learning: Student Learning is the core of Terra State Community College; it is the single most important reason for the College's existence. As such, it involves every aspect of the College: administrative structure and functioning; the number, quality and types of degree and certificate programs; the strength of full-time faculty; the physical facilities in which learning takes place; and the structure, as well as the strength of the general education curriculum.***

Goals:

- *Advance with data driven decisions*
- *Initiate ongoing program review*
- *Research new academic programming*
- *Focus on quality improvement*
- *Improve full-time to part-time faculty ratio*
- *Reassess academic facilities master plan*

- Enhance general education curriculum core

2. Invigorate Student Engagement and Success: Ample research establishes that students who are more engaged are more successful learners. This initiative thus follows logically from the College's commitment to foster robust learning, as established in Initiative One.

Goals:

- Increase enrollment and full-time equivalency
- Improve student retention
- Promote campus-wide student engagement and involvement

3. Optimize Community Collaboration: Just as the second initiative supports robust student learning, so too does the third. By focusing on community collaboration, this initiative recognizes and promotes the unique relationship between Terra State Community College, the business area, and citizens.

Goals:

- Secure private philanthropic investments from alumni and friends of the College
- Increase community educational engagement
- Increase impact of and participation within business and industry training
- Increase community collaboration via grants and community funding initiatives

4. Be the Region's Employer of Choice—The College, through Champions of Change, brings the strategic plan full circle by recognizing that students learn best not only in quality-oriented curriculum with highly effective faculty, engaging co-curricular and extracurricular programming, mutually beneficial collaborations with service area businesses and citizens, but also in an environment where all employees are valued and can function to the best of their abilities on behalf of the students and the community.

Goals:

- Ensure positive change in the College's culture
- Implement inclusive recruiting
- Encourage employee engagement
- Implement career path training
- Support professional development
- Develop new employee mentoring
- Implement succession training.

The new Strategic Plan continues the focus of serving our constituents as well as providing high quality and relevant academic and workforce programming and educational access.

1A.4 The institution's academic offerings, student support services and enrollment profile are consistent with its stated mission.

Academic Programs: Since the previous visit, the Academic Program Review process has been strengthened to assure academic programs and support services meet the institutional Mission of providing the highest quality education and training to our students and community. The academic programs at TSCC are designed to meet local and regional employer demands and link students to well-paying jobs and careers. Support Services, such as the implementation of the All in One Days initiative, has provided students more direct access to advisors and information guiding them to appropriate degree and certificate pathways. TSCC has implemented a regular Program Review schedule and process that is based on fiscal impact to the College, enrollment, employment rates.

The College has also utilized regional and state-wide Occupational Projections to help determine interest and demand of select programs. For example, within the Service District of TSCC, careers in health care, and specifically Nursing, continue to demonstrate both demand and high job placement. This helps support TSCC's Mission of providing high quality academic programming that serves the needs of the local community.

Further, the Associate of Arts (AA) and Associate of Science (AS) degree pathways provide access to transferable coursework that allows students seamless transfer options to any Ohio public four-year year institutions. This aligns with the Mission of providing quality educational training for our students as well as student focused service as described in the Vision. These pathways conform to the Ohio Department of Higher Education Transfer Assurance Guidelines and all applicable coursework is approved through the Ohio Transfer 36 (OT36) process. Associate of Applied Science (AAS) degree programs and certificates conform to the state's structural requirements as well as industry and accreditation requirements as applicable.

Enrollment Profile: In order to meet the institutional Mission and Vision of providing high quality education training to our students as well as engaging the community, the campus Leadership Team, in conjunction with the Council for Academic and Student Affairs (CASA) and the Advising Department, regularly reviews student enrollment information which includes Regional Census Data, High School Dual Enrollment, and enrollment trends over multiple years, in order to gain a deeper understanding of who the TSCC students are, as well as the types of programs and activities the college offers to best meet student and local employer needs.

The demographics of the TSCC student body differ slightly from those of its service area and come from a variety of high schools in the Northwest Ohio region. The College regularly updates a student data and demographic dashboard that provides pertinent information about the student population. Fall of 2022 TSCC Student Demographics breaks down as follows:

- 79.13% Caucasian
- 8.54% African American
- 1.36% Hispanic

Similarly, the three service area counties indicate averages of 94.3% Caucasian, 2.5% African American, and 7.3% Hispanic.

As part of the College's strategic effort to improve student engagement and success, additional resources will be allocated towards diversity, equity, and inclusion (DEI) initiatives that better support and represent a more global student community. Examples include activities and seminars sponsored by the College as well as further discussion on how best to integrate DEI within the TSCC General Learning Outcomes.

Student Support Services: TSCC utilizes the Community College Survey of Student Engagement (CCSSE) as a tool to measure the overall student experience at the College as well as insight into the usage rate and effectiveness of the support services offered. The results of these surveys have contributed to the College's decision to include Co-Curricular assessment as part of the institutional Assessment Academy project to identify gaps and opportunities for improvement with student services such as advising, tutoring and career advising.

The College regularly distributes student satisfaction surveys that focus on various aspects of TSCC life and campus culture. Results of these surveys have contributed to action steps such as improving the advising and tutoring services for students.

Academic and Co-Curricular Redesign: Several efforts have been implemented to help provide a higher quality educational experience for TSCC students.

- GEN 1000 (First Year Seminar) was developed and implemented as a requirement for all AA, AS, AAB and AAS degree programs. Students learn how to access and use a variety of academic and support services to help them transition smoothly to the college environment and to succeed at the College. The course is delivered through modules that allow students to choose some topics based on relevance for them.
- A Co-Requisite model was implemented as a means of reducing the amount of developmental mathematics and writing coursework required of students, pairing supplementary instruction to college-level courses. This program launched during the Spring 2021 term and allowed those students testing into either/both MTH 0550 College Algebra Integrated Review and ENG 0930 Writing Essentials to simultaneously enroll in MTH 2310 College Algebra or ENG 1020 Introductory College Composition as a co-requisite. This program has already begun yielding positive results as the pass rate for MTH 2310 has increased from 73.29% in Fall 2020 to 83.5% in Fall 2021 and 81.5% in Spring 2022.
- Budget Process: The TSCC Finance Department leadership utilizes a multiple stakeholder approach with each budgeting cycle to ensure the needs of the campus community are fully met. Deans, Directors and faculty participate in the proposal and verification process prior to the budget presentation to the Board of Trustees. Several data points are considered, including program review results as well as enrollment, retention and completion for each academic and non-academic program.

TSCC is committed to providing a comprehensive onboarding experience to students, faculty, staff and Board of Trustees members that align with the Mission, Vision and Core Values of the Institution.

The College is currently in the process of converting all existing institutional policies and procedures into a standardized template that provides both structural consistency as well as ensuring the institutional practices align with TSCC's Mission, Vision and Core Values.

TSCC's demonstrated savings and efforts are reported to the State through the Affordability and Efficiency Report.

1.A.5 The institution clearly articulates its mission through public information, such as statements of purpose, vision, values, goals, plans or institutional priorities.

The Mission, Vision and Core Values are displayed throughout the campus, including in entranceways, the majority of offices and classrooms, and on individual business cards. The College also recognizes the importance of continuous review regarding these strategic components and remains committed to including this as discussion points in high-level meetings throughout the academic year. Further, the Board of Trustees regularly monitors the Strategic Plan by following a prescribed topic schedule.

This information is also included in recruitment materials to prospective students and in text-based communication with community partners.

Recruiting and marketing materials identify the diversity of programming at TSCC, as well as the importance of community collaboration.

Further, the "About Us" section of the TSCC website contains relevant and vital information such as:

- Overviews on program-specific accreditation
- Consumer Information
- Campus events calendar
- Institutional policies and procedures
- Staff Directory

1.A Sources:

- 2022 Affordability and Efficiency Report Narrative
- Ohio Occupational Projections
- TSCC Advising Team Meeting Agenda- September 15, 2022
- TSCC Advising Team Meeting Agenda- December 15, 2022
- TSCC Service Area Demographic Data
- TSCC Student Demographics Dashboard- 2021
- Toledo Occupational Projections 2022
- Enrollment/Retention Data-IPEDS Data Feedback Report 2022
- Enrollment/Retention Data-IPEDS Data Feedback Report 2021
- Enrollment/Retention Data-IPEDS Data Feedback Report 2020
- Academic Program Review Report- 2021
- TSCC Strategic Plan Brochure 2021-2024
- Mission/Vision/Core Values Card
- TSCC Business Card Template
- TSCC Board of Trustees Minutes- Budget Approval- June 22,2021
- TSCC Request for Board Approval-Budget Approval- June 22,2021
- Strategic Plan "Call for Input" News Release
- Community Strategic Planning Session- February 23, 2023

- TSCC Strategic Plan and Strategic Plan Monitoring Schedule Board Request.2021
- TSCC Board of Trustees Meeting Minutes- Strategic Plan Approval, Jan 2021
- TSCC Board of Trustee Request for Board Action- FY2022 Budget Approval, June 2022
- TSCC Board of Trustee Meeting Minutes- FY2022 Budget Approval, June 2022
- TSCC Leadership Team Retreat Notes, February 3, 2023
- ENG 1020 Pass Rate Results- Fall 2020
- ENG 1020 Pass Rate Results- Fall 2021
- ENG 1020 Pass Rate Results- Spring 2022
- Strategic Plan Public Input Session 1- 2021
- Strategic Plan Public Input Session 2- 2021
- Champions of Change Meeting Notes- 2019
- Campus Climate Student Survey Results- 2022
- TSCC Academic Advising Student Survey Results.2022
- TSCC Academic Tutoring Student Survey Results.2022
- TSCC Policy Template
- Joint TSCC Board of Trustees and Foundation Board Meeting Minutes- September 2022
- 2022 Viewbook
- Black History Month Event- February 27,2023
- TSCC Assessment Committee Meeting Minutes, February 7, 2023
- 2023 Strategic Monitoring Report Schedule
- U.S. Census Bureau Quick Facts
- OT 36 Description
- CCP Student Performance Data 2015-2022
- CCSSE Survey Results
- HLC Assessment Academy Project Overview
- Program Review Process Summary
- Ad Astra Program Review Results
- New Student Orientation Agenda
- BOT Onboarding process (BOT Handbook)
- Recruiting and Marketing Materials
- All in One Days Flier

1.B *The institution's mission demonstrates commitment to the public good*

1. TSCC's actions and decisions demonstrate a commitment to providing quality educational programs and training opportunities to the public and community stakeholders the college serves.
2. Educational quality will always remain as the top priority of the college.
3. TSCC regularly engages with the service area public partners and community members to ensure that current and emerging needs are met.

Argument

1B.1 TSCC's actions and decisions demonstrate a commitment to providing quality educational programs and training opportunities to the public and community stakeholders the college serves.

TSCC is committed to meeting the Mission and Vision by providing the "highest quality education and training to our students, faculty, staff and community".

TSCC currently offers over 70 degrees and certificates in 21 different program areas.

TSCC students may pursue both Associate of Arts or Associate of Science General degrees meant to provide a core curriculum of transferable courses that are aligned with potential baccalaureate degrees, typically regarded as transfer degrees, as well as applied degrees that allow students to earn a degree in a specific major, typically regarded as direct-to-work degrees. Students following an applied degree or certificate pathway usually plan to enter the workforce after earning their credential. The College also provides options for non-traditional students through prior learning assessment, taking into account prior academic or workforce-related experiences in order to determine applicable credit alignment and possible credit articulation awards.

TSCC also provides multiple transfer pathways to area 4-year public institutions as part of the Ohio Guaranteed Transfer Pathways (OGTP). This opportunity provides a clear path to associate degree completion and then to bachelor's degree completion at 4-year public institutions in a related major. By following an OGTP, students can ensure that they are taking coursework that will not only transfer but also apply to their desired degree programs.

TSCC also provides agreements with area 4-year private institutions through The Ohio Consortium for Transfer Pathways to the Liberal Arts, in conjunction with Ohio Department of Higher Education and the Ohio Foundation of Independent Colleges. For example, the "DragonNext" Program offers students who complete selected pathways a seamless transfer to similar programs at Tiffin University (whose mascot is a dragon). Other examples include:

- Cohort Associate of Applied Business in Business Management (TSCC) → Bachelor of Business Administration, Business Management (Tiffin University)
- Associate of Applied Business, Business Management (TSCC) → Bachelor of Business Administration, Business Management (Tiffin University)

TSCC provides guided pathways that focus on specific academic disciplines (for example English, History, Economics, and Education) as well as articulation agreements with four-year private institutions that provide a direct transfer-completion plan for TSCC students who meet advanced admission requirements.

TSCC students may pursue both Associate of Arts or Associate of Science General degrees meant to provide a core curriculum of transferable courses that are aligned with potential baccalaureate degrees, typically regarded as transfer degrees, as well as applied degrees that allow students to earn a degree in a specific major, typically regarded as direct-to-work degrees. Students following an applied degree or certificate pathway usually plan to enter the workforce after earning their credential. The College also provides options for non-traditional students through prior learning assessment, taking into account prior academic or workforce-related experiences in order to determine applicable credit alignment and possible credit articulation awards.

TSCC further supports community and workforce development by providing quality training programs and certifications for our region's workforce at the Kern Center. These programs and certificates include apprenticeship programs, customized workforce training, industrial and IT certifications, and professional and industrial workforce courses. Apprenticeship and training programs are uniquely designed for each company, as are specific credit and/or non-credit coursework. Standard Apprenticeship programs include electrician, HVAC technician, industrial maintenance, and machinist, among others. Likewise, customized training options have included leadership development, safety/health, and lean manufacturing.

1B.2 Educational quality will always remain as the top priority of the college.

TSCC is a public, non-profit state institution of higher learning that does not serve investors or any parent organizations.

TSCC is governed by its Board of Trustees, which consists of nine members who are appointed by the Governor and work to ensure educational quality.

The College operates under established policies and procedures and under regulations set forth by the Ohio Department of Higher Education and Higher Learning Commission. These policies and procedures help to align the institution's strategic priorities with the mission, vision, and core values, and work to meet community needs.

TSCC's mission and core values establish the foundation for all that the College does, most specifically to provide the highest quality education and training to the community. Employee Business cards also highlight the Core Values on the reverse side.

The online College Catalog and Student Handbook is the public presentation of all requirements, academic policies and procedures, courses and academic programs. College leadership regularly reviews program and certificate options to ensure alignment with community and local business needs and to state-wide and local occupational projections.

The Terra College Foundation supports student learning and sustains the fiscal position of TSCC as a leader and innovator. The mission is to enhance continuous learning experiences, create facilities, and expand opportunities at Terra State Community College by cultivating partnerships and maximizing resources with fiscal integrity. This revenue source now exceeds \$6,830,000.

Finally, TSCC is a public community college and receives state share of instruction (SSI) under a performance-based funding model. The college's Fiscal 2022 Budget Audit demonstrates a commitment to the Mission and Vision of the College through the allocation of resources towards personnel, technology, facilities, and classroom materials and supplies.

1B.3 TSCC regularly engages with the service area public partners and community members to ensure that current and emerging needs are met.

The College utilizes several methods to align academic programming with local, state and national needs and trends. Several TSCC programs meet regularly with community Advisory Committees and incorporate their recommendations in order to stay current with curriculum.

An example of Advisory Committee input that has resulted in direct curricular change are recent changes to the Health Care Administration (HCA) curriculum.

The 2021-2024 Strategic Plan outlines goals specific to building partnerships and collaborations with the local community:

Goals:

- Secure private philanthropic investments from alumni and friends of the College
- Increase community educational engagement
- Increase impact of and participation within business and industry training
- Increase community collaboration via grants and community funding initiatives

The College has met these goals through several different awards and initiatives to meet both the Strategic Plan as well as TSCC's Mission and Vision.

Examples include:

Welding Lab

Most recently, the College approved approximately \$400,000 to upgrade the welding lab in the Rutherford B. Hayes Skilled Trades Center. The expansion will include 10 additional welding stations to meet the current job demands identified by the College's workforce development partners.

CNC Lab

Ongoing projects include a \$200,000 Renovation of the Computer Numerical Control (CNC) lab—including a new CNC Mini-Mill and CNC Lathe—the PLC lab, and the Engineering Building Lobby. This renovation was made possible by a major gift from National Machinery in order to meet the needs of the College's Service District partners.

Skilled Trades Equipment and Supplies

Over the last three years, the College has invested over \$850,000 in equipment. The equipment includes PLC trainers, Motor Controls Trainers, AC/DC Trainers, Pneumatics Trainers, Automotive Scan tool, Mechanical Power Transmission Trainer, FANUC robotics certification carts, Virtual Machine PLC lab, Laptops, Monitors, Motor Controls Panels with components, and various software licenses to facilitate remote learning. Local capital dollars, the OPWICS grant, RAPIDS grants, COVID related funds, and the Terra Foundation provided the funds for these investments.

Broadband Node

TSCC has been named a node for the Northwest Ohio Broadband initiative in partnership with the University of Findlay.

NSF Grant

As part of a recent National Science Foundation (NSF) Grant award, faculty teaching and administrating the Programmable Logic Control (PLC) certificate will engage with local employers to embed a competency-based education model in order to train and employ additional Electrical Maintenance Technicians.

Nursing Grant

TSCC was recently awarded a \$200K grant from the Ohio Board of Nursing Nurse Education Grant Program to launch a new part-time, nights and weekend cohort. This opportunity will allow the program to add an additional 48 students in the first year and an additional 48 students during the second year.

Solar Field Construction

The college's board approved a multi-million dollar deferred maintenance agreement Wednesday with Perrysburg-based Wadsworth Solutions for several campus energy upgrades, including a proposed on-site 1.7-megawatt solar photovoltaic (PV) array to power all of Terra State's campus buildings.

TSCC has several partnerships with local community agencies, especially in the Skilled Trades, Nursing, and Allied Health Programs. In Fall 2017, TSCC partnered with EMSI to produce an Economic Impact Report that provided insights into the College's impact and sustainability on the local economy and its value to the community.

TSCC also connects with the community through several hundred public events held throughout the year. An example includes the annual "Kids College" event that invites local K-8 students to TSCC to participate in classes in art, computers, fitness, history, language, math, music, and science. Community agencies and members of the public also utilize TSCC facilities.

1.B Sources

- Community Events Calendar- 2022-2024
- EMSI Economic Impact Report – Spring 2017
- TSCC Standing Committee Descriptions
- TSCC Committee Roster- 2022-2023
- 2021-2024 Strategic Plan Summary
- Evaluation of Strategic Plan
- TSCC Foundation- Earnings Summary
- Facility Space Usage Guidelines
- Board of Trustees Roster
- Policy- Facility Use and Rental

- Policy- Operational Budget
- TSCC College Catalog and Student Handbook (link)
- TSCC Kids College Catalog – Fall 2022
- TSCC Policies and Procedures (use link)
- TSCC Organizational Chart- 2022-2023
- Fiscal 2022 Budget Audit
- TSCC Business Card Template
- 2022-2023 TSCC Concert Series
- 2022 Midwest Rhythm Summit Announcement
- Digital Program Information- Construction Technology Program
- Guidelines for Community Usage of TSCC Facilities
- Conference and Dining Services Update 2023
- Industrial Supervision Degree Curriculum Revision
- HCA Advisory Committee Recommendations
- CASA Meeting Minutes- HCA Curriculum Changes

1.C The institution provides opportunities for civic engagement in a diverse, multi-cultural society and globally-centered world, as appropriate within its mission and for the constituencies it serves.

1. TSCC encourages curricular and co-curricular activities that prepare students for engaged and informed citizenship.
2. TSCC cultivates a culture of diversity, equity and inclusion that is embedded throughout the institution.
3. TSCC fosters an expectation that all faculty, staff and students respect the ideas and perspectives of each other regardless of gender, racial, or socioeconomic background.

Argument

1C.1 TSCC encourages curricular and co-curricular activities that prepare students for engaged and informed citizenship.

TSCC recognizes that providing the highest quality education and training extends beyond their work in the classroom. The College is committed to providing various curricular and co-curricular activities that contribute to meeting the Vision of modeling “academic excellence, student focused service and community engagement.”

Curricular Activities

TSCC’s faculty provide numerous curricular activities as part of student’s regular coursework that support the course, program, and general learning outcomes of the institution.

Examples include:

Music

The TSCC Music Program has established itself as a foundational program at the College. Along with the opportunity to enroll in several different performing ensembles including Symphonic Band, Symphony Orchestra, Fusion Band, Jazz Band, and Percussion Ensemble, the Music Technology and Recording Arts program includes a hands-on curriculum that train students in the field of audio engineering and production. Students regularly record original music along with those of their fellow students. Several masterclasses are held throughout the year to supplement their instruction and provide regular classroom opportunities to hone their craft.

Digital Media Technology

Students in this program learn techniques for both print and web to reach a wide range of people including clients and perspective employers. They also gain knowledge of how to take projects from conception to launch.

Skilled Trades

The Skilled Trades degree programs at TSCC focuses on a hands-on curriculum that meet the current and emerging needs of the industry and those within the Service District. Each program includes several opportunities to gain experience and knowledge to lead to the necessary certifications for employment. Examples include:

- Students in the Robotics and Integrated Manufacturing Program learn to read and interpret electrical, hydraulic, and pneumatic diagrams as well as an understanding of the electrical and mechanical components of a robot system. They also learn how to safely startup, shutdown, and program FANUC and ABB robots.
- Students in the Welding program develop a high degree of knowledge and skill in selecting and utilizing the major welding processes in all four welding positions on a variety of commercial ferrous and nonferrous alloys. They also become knowledgeable in welding metallurgy and heat-treating principles and how they apply to the modern day workforce
- Students in the Computer Systems Program Students in this program learn to design, code and develop both windows and Web-based application components. They also create and implement a plan to install, configure and troubleshoot multiple computer operating systems.

Co-Curricular Activities

TSCC provides students with various co-curricular options that supplement their classroom work as well as providing opportunities to engage with both the community and local business partners.

The College provides opportunities for students to engage with the campus and the surrounding community through a robust offering of clubs and organizations (list of TSCC clubs and orgs). Several applied degree programs sponsor active student organizations, including the Health Information Technology Student Organization. This organization, like many others across campus, are committed to both professional development as well as community service and volunteerism.

Student Government serves as an integral organization to the College that regularly collaborates with other active student groups to coordinate service and volunteerism

projects. One such example includes a multi-organizational effort to assist the local Fremont Habitat for Humanity Organization with a Spring 2023 building project.

Other student examples include professional organizations and fraternities such as Phi Theta Kappa, all of which participate in a variety of co-curricular and service learning activities that benefit their professional development.

Curricular and Co-Curricular Integration

The College is also committed to integrating both curricular and non-curricular initiatives within the institutional General Learning Outcomes. Institutional General Learning Outcome Number five focuses on student “engagement in our democratic society”. This outcome is currently under consideration by the campus Assessment Committee to transition into a co-curricular outcome, measured through service learning and volunteerism efforts by the College student clubs and organizations.

Faculty, staff, and administrative participation and volunteerism in the TSCC Service Area are also integral aspects of TSCC’s mission and vision. Organizations that include members of the TSCC community include:

- Sandusky County Educational Practitioners
- Success Bound/Tech Prep
- Tiffin CEO Program
- Kiwanis
- Fremont Rotary
- Great Lakes Community Action Partnership (GLCAP) Board-Cory Stine, Chairman
- NOMA – Northwest Ohio Manufacturing Association
- TSEP–Tiffin Seneca County Economic Partnership
- Sandusky County Chamber of Commerce
- SBDC–Sandusky County Small Business Development Center
- Sandusky County Visitor Association
- Downtown Fremont, Inc.
- Sandusky County Positive People
- Vanguard/Sentinel Career Center
- Fostoria Learning Center
- Fremont Ross High School
- Sandusky County Educational Practitioners

1C.2 TSCC cultivates a culture of diversity, equity and inclusion that is embedded throughout the institution.

As articulated in TSCC’s Mission, Vision, and Strategic Plan, the College is committed to connecting with our community and community partners in order to provide a more diverse and inclusive environment for our students, faculty and staff.

The TSCC Multi-Cultural Advisory Council is composed of faculty, staff, and community members who plan and coordinate activities throughout the academic year with a focus on diversity, equity, and inclusion. Most recently, the committee held an event to recognize and celebrate Hispanic Heritage Month and has held similar events for Black History Month. DEI is also integrated throughout the curriculum requirements for TSCC students, including the GEN 1000, First Year Seminar course which is required for all degree-seeking students.

TSCC regularly monitors the demographic makeup of the student body as well as that of the college service area in order to gain a better understanding of the students we serve. While this includes both local and international students, our goal is to prepare students from all backgrounds to be successful after completing their education at TSCC. In order to accomplish this goal, the College plans on analyzing several key data points including:

- Predictive analytics such as incoming placement test scores (ACT, SAT, Acuplacer, for example)
- Past performance at either the secondary or postsecondary levels
- Increased utilization of student support services including tutoring and advising (as part of the institutional Assessment Academy Project)
- Increased Co-curricular participation

These components will allow TSCC to better identify students who demonstrate the need for academic and non-academic assistance—emphasizing the need for constant communication and follow-up.

TSCC is uniquely positioned to impact diversity, equity and inclusion (DEI) efforts at the College and in the greater Fremont community. TSCC is a member of the Greater Fremont Community Excellence Group (CEG), which is composed of both formal and informal leaders in the region. Each individual on the CEG is committed to “improving the quality of life and the shared mission, vision, and values” of each member of the organization. The organization follows five operating principles:

- Providing Access
- Offering Opportunities
- Developing Partnerships
- Inspiring Positive Attitudes
- Advancing Equity and Inclusion

The College is committed to working collaboratively with the community to ensure it maintains an institutional culture of access and inclusion that meets the needs of our service district and business partners.

TSCC also engages with local school districts in order to address the diverse needs of prospective students. One example is a partnership with Vanguard/Sentinel Career Center that allows their college-ready students to begin their college careers on their campus and complete their degree as dually enrolled students at Terra State. For most students, this agreement creates a significant reduction in college costs and, for the most motivated college-ready students, the opportunity to complete their associate degree upon high school graduation.

TSCC has always prioritized innovative community partnerships as a unique vehicle to meet the institutional mission. The College has recently entered into an agreement with the institution’s Title IX Coordinator, a TSCC alumni (2004) and current Director of Diversity for the city of Fremont. Among other projects, she is currently engaging with community members on issues related to diversity, equity and inclusion and exploring various action steps the City should undertake.

This individual has also been collaborating with TSCC Vice President for Academic Affairs to bring services and programs that enhance diversity and inclusion for Terra State students. Community professional development sessions have also included implementing the 7 Pillars of Inclusiveness to guide organizations or communities with less diversity in developing

strategic initiatives through quantitative and qualitative analysis and providing practical steps and resources to leverage positive influences that support diversity and equity.

1C.3 TSCC fosters an expectation that all faculty, staff and students respect the ideas and perspectives of each other regardless of gender, racial, or socioeconomic background.

The TSCC Mission, Vision, and Core Values (Teamwork, Excellence, Respect, Responsibility, Accountability) reflect the expectation that faculty, staff and students respect the ideas and perspectives of each other regardless of gender, racial, or socioeconomic background. TSCC illustrates this expectation in various official documents across campus. Examples include:

- Statement of Non-Discrimination- found in the Employee Handbook

Terra State Community College does not discriminate on the basis of race, color, religion, national origin, ethnicity, sex, age, gender identity, genetic information, gender expression, sexual orientation, marital status, disability, pregnancy, military status, or special disabled or Vietnam-era veteran status in provision of educational programs and services or employment opportunities and benefits pursuant to the requirements of Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Title II of the American with Disabilities Act of 1990, the Age Discrimination Act of 1976, the Vietnam Era Veterans' Readjustment Assistance Act of 1974, and Chapter 4112 of the Ohio Revised Code.

- Fundamental Statement of Ethics- found in the TSCC *Employee Handbook*

Employees are expected to conduct themselves professionally in the workplace at all times. Employees must practice discretion on a consistent basis. Furthermore, all employees must show respect for themselves, their coworkers, and this institution.

- Preferred Name, Gender, & Pronoun Policy- found in the TSCC *Employee Handbook*

Terra State recognizes that members of our community may prefer to use a first name that differs from their legal name to identify themselves. The College is committed to using the preferred first name of individuals wherever possible. Legal name changes, such as last name, require official documentation.

To encourage a welcoming climate, The College has a policy that allows students, faculty, and staff to indicate their preferred first name to the college community independent of legal name; providing the use of a preferred name is not for the purpose of misrepresentation. Furthering the College's inclusive efforts, gender identity and personal pronouns are modifiable at the individual's discretion.

- Harm to Others - found in the Student Code of Conduct

Physical abuse, verbal abuse, threats, intimidation, bullying, harassment, coercion, stalking and/ or other conduct that has the purpose or effect of unreasonably interfering with an individual's work, academic performance, or creates a hostile, intimidating, or offensive working or educational environment.

- *Portion of the TSCC Public Use of Outdoor Areas Policy*

(A) The purpose of the procedures is to promote the free exchange of ideas and the safe and efficient operation of the College by:

1. Fostering free speech, assembly, and other expressive activities on College property by all persons, whether or not they are affiliated with the College.

Future Goals and Challenges:

The College understands the importance of current students and TSCC graduates succeeding in a global and culturally diverse society. The institutional Strategic Plan includes the following components that align with this priority:

- Increase community educational engagement
- Increase impact and participation within business and industry training

In order to meet these objectives, the College has highlighted several future action steps, with plans for implementation during the next 1-3 academic years:

- Integrating service learning opportunities throughout the applied and transfer degree programs and pathways
 - Current service learning activities occur primarily in the allied health and nursing programs
- Increase learning opportunities for students outside of the traditional classroom to include developing a robust internship program across all academic programs
- Increase opportunities for all TSCC students to work directly with local businesses to solve real-world applications.
 - For the skilled trades programs, the College has established a foundation of student apprenticeship pathways and training with over 70 companies. Currently, the apprenticeship training programs primarily focus on industrial trades and manufacturing.
- Refining the culture of data-informed decision-making through regular campus surveys, continuous review of enrollment, retention and completion data, and student academic performance results at TSCC and transfer institutions, in order to ensure the College is meeting the specific needs of the entire student population.
 - TSCC has begun emphasizing several of these components through the Program Review process
- Prioritize increased DEI and civic engagement professional development opportunities for students, faculty and staff throughout each academic year.

TSCC will include these items as part of the regular Strategic Planning review sessions in order to create key performance indicators and track progress.

1.C Sources

- TSCC International Student Enrollment Requirements
- TSCC International Student Admissions Procedures

- List of Student Clubs and Organizations
- Chari Mullen Profile
- Great Lakes Community Action Partnership Webpage
- Student Government Meeting Minutes- April 2022
- GEN1000 Syllabus: Diversity Discussion Post
- Phi Theta Kappa- Wood County Committee on Aging, 2019
- Medical Assisting Program- Health and Wellness Activity Calendar
- Hispanic Heritage Month Program, 2022
- Health Information Technology Student Organization Meeting Minutes- Feb. 21, 2023
- TSCC Student Club and Organizations List- TSCC Website
- Student Organizations Meeting Agenda- February 2, 2023
- TSCC General Learning Outcomes
- Black History Month Event- February 27,2023
- 2023 Enrollment Fast Facts
- Fostering Community thought Diversity, Equity & Inclusion p. 17
- TSCC Employee Handbook
- Public Use of Outdoor Areas Policy
- 2021-2024 Strategic Plan
- Program Review Process
- Student Org Meeting Agenda – September 26, 2023

Criterion 1- Summary

The institution's mission is clear and articulated publicly; it guides the institution's operation.

Summary

The TSCC mission is clearly articulated publicly on the website, and throughout recruitment and informational material. The mission guides the operations and is embedded within the institution's 2021-2024 Strategic Plan. Guided by a model of shared governance and community engagement, the Strategic Plan was created through robust involvement and contributions from internal and external stakeholders, including several members of the local community. TSCC is committed to providing a culture of diversity, equity and inclusion that is reflected in the curriculum, student involvement on campus, and in partnerships and collaborations throughout the college's tri-county service region. Student Services and academic assistance options provide students (as well as prospective students) several avenues to advance and explore their academic plans and aspirations. TSCC utilizes several data points related to student demographics, local, state and national trends in diversity and global citizenship, and ideas and suggestions from current and former students to provide a unique culture of acceptance and inclusion that contributes to TSCC's overall commitment to the public good.