Status

Wayne College, established in 1972, is a branch campus of The University of Akron, serving the region of Wayne, Medina, and Holmes counties. It is authorized by the Ohio Board of Regents, through The University of Akron Board of Trustees, to offer a broad range of educational opportunities. The College is accredited at the associate degree level by the Higher Learning Commission of the North Central Association of Colleges and Universities.

Mission

Working within the Strategic Plan of The University of Akron, Wayne College provides high quality, accessible credit and non-credit educational opportunities to the citizens of Wayne, Medina, and Holmes counties and is a partner with and a resource for the communities and organizations it serves.

Values and Beliefs

The vision and strategic priorities of Wayne College are built upon the following values/beliefs:

- The power of education to change lives
- The importance of engagement with the community
- The value of shared participatory governance
- The benefits of continuous improvement
- The importance of inclusive excellence and the value of every student and every colleague

Vision

Wayne College will be recognized within The University of Akron, the College’s service area, and among two-year colleges in the State of Ohio as a center of excellence for teaching and learning. It will be acknowledged via outcome measures and accrediting agencies for the high quality of its teaching, programs, services, and facilities. And, while it effectively utilizes appropriate technology and instructional strategies, Wayne College will continue to provide a teaching-learning environment in which “Where the Student Comes First” remains the chief guiding principle.

Priorities

Wayne College has identified seven priorities as critical to carrying out its mission and achieving its vision. For each priority listed below, specific actions/initiatives will be undertaken to address the priority. Those actions/initiatives will be the focus of the College’s work over the next three years.
1. **Student-Centered Environment:** In order for Wayne College to facilitate student success, it must achieve excellence in its teaching-learning environment. To accomplish this, the question “how will this decision, program, and/or service enhance student success?” must remain first and foremost.

   **Actions-Initiatives**
   
   A. Achieve student satisfaction ratings (via the Noel Levitz Student Satisfaction Survey) above the mean of peer institutions in the region and across the country.
   B. Enhance students’ financial access to the College by growing scholarship resources by 20% or more over the next three years.
   C. Develop programs and services to meet the needs of specific populations with particular educational/access needs (military veterans, returning adults, underrepresented populations, etc.)
   D. Achieve student course completion rates and levels of student success at accomplishing their intended goals that are above the standards of the State of Ohio and regional and national peer institutions.
   E. Enhance opportunities for students to participate in co-curricular and extra-curricular activities that will enrich their overall education and provide a vibrant campus experience.

2. **Diverse Teaching-Learning Experiences, Programs, and Services:** The College will enhance instructional programs, support services, and teaching-learning environments to insure that they are of high quality and that they meet student needs.

   **Actions-Initiatives**
   
   A. Develop/enhance alternative instructional strategies (distance learning, web-enhanced and web-based instruction, expanded class schedules, etc.) to accommodate students’ changing lifestyles and needs.
   B. Develop new degree/certificate programs to meet community needs and sustain enrollments at the College. Among these developments will be: expanded associate and baccalaureate degree opportunities; creative credit and non-credit programs in areas such as entrepreneurship and small business development; partnership programs with the Akron campus, other college/universities, area career centers, and area high schools.
   C. Enhance students’ experience with diversity and inclusive excellence at the College.
   D. Stimulate enrollment growth and retention to extend access to higher education, meet the educational needs of the community, and assure the fiscal health of the College.
   E. Introduce instructional experiences that expand students’ knowledge of and appreciation for global issues and developments.

3. **Workforce Development:** The College will provide resources and educational opportunities to meet the professional development needs of the community. It will work with businesses, government, area agencies, and individual citizens to promote the area’s economic growth.

   **Actions-Initiatives**
   
   A. Expand partnerships in the region to strengthen the skills of the workforce, supporting business retention and expansion.
B. Expand engagement with regional businesses to provide support for small business growth and entrepreneurship.

C. Develop career pathway and industry-accepted certification programs to provide entry-level and mid-level employment opportunities.

D. Expand assessment services/resources for both individuals and area businesses.

E. Provide professional development opportunities to individuals requiring skill, license, and/or certification upgrades.

F. Enhance the College’s role in linking current students and alumni with employment opportunities in the region.

4. **Community Engagement:** The College will – both as an organization and through its individual colleagues – be a dynamic presence in the community, promoting good will, economic growth, and development. It will also be seen as a resource that draws individuals to campus and facilitates interaction across the area.

**Actions-Initiatives**

A. Make college resources, both human and physical, an integral part of the economic, intellectual, and cultural life of the community.

B. Establish and nurture a community advisory group for the College to provide input regarding programs, services, and public perceptions of the College.

C. Enhance links to area high schools, career centers, and other colleges and universities.

D. Enhance the range and quality of on-campus events to increase the presence of the community on campus.

E. Play a significant role in efforts to enhance regional development initiatives.

5. **Resource Development:** The College will develop and maintain human and physical resources that allow for growth and the assurance of high quality teaching-learning opportunities.

**Actions-Initiatives**

A. Continue with the implementation of the College’s twenty-year campus development plan. Specifically, the College will undertake building a new campus road, establishing of a new location for the Holmes County Higher Education Center, and upgrading its science lab facilities.

B. Establish and carry out appropriate levels of staffing.

C. Recruit and hire highly qualified faculty and staff, encouraging and supporting their professional growth and development.

D. Significantly enhance both the number and value of external funding sources to support the College’s academic mission.

E. Increase both private and government funding for the development of campus facilities and technology.

F. Establish a teaching-learning resource center for students and faculty and the development of new instructional resources and tools, including technology.
6. **Communications**: The College will develop and maintain policies and procedures to assure that it communicates effectively both within the organization and with the community it serves.

   **Actions-Initiatives**

   A. Establish and maintain on its website a “dashboard” of information about the College that will provide regular updates on progress on key performance indicators (enrollments, course/degree completion, new programs, etc.).

   B. Enhance its relationship(s) with the Akron campus so that it can maximize the resources provided by Akron and, thereby, improve the range of programs and services available to students and to the community.

   C. Share across the College and within the community the progress being made on the priorities of the strategic plan.

7. **Institutional Effectiveness & Continuous Improvement**: The College will promote a culture of assessment and accountability so that goals and outcomes are established and measured and changes are made with the intent of continuous improvement of all aspects of the college work.

   **Actions-Initiatives**

   A. Implement a method to report on the achievement of the College’s stated learning outcomes.

   B. Implement a process for assessing institutional effectiveness including identifying, measuring, and reporting progress on performance indicators.

   C. Integrate continuous improvement principles and practices throughout the College.

   D. Utilize the data from instruments such as the student satisfaction survey, student engagement survey, student evaluation of instruction, and similar sources to improve programs, processes, and services.

   E. Monitor and evaluate process improvements and report them to the College and the community to keep continuous improvement as a central institutional theme.

**Implementation**

The actions-initiatives presented here will be carried out in the strategic plan “sub-plans” developed by the four principle administrators (the Dean, the Associate Dean, the Senior Director of Student Life & Enrollment Management, and the Senior Director Business Operations & Finance) and in the derivative plans developed by the offices and departments that report within the four administrative areas.

Progress on the institutional priorities and the actions-initiatives will be reported to the College’s Institutional Effectiveness Committee during the fall semester by the four administrators. Those updates will be posted on the College website and shared with both the College and the community.
In 1985 Wayne College established a comprehensive Strategic Plan. The College has subsequently revised and updated that plan and continues to do so. The following list indicates when revisions of the Strategic Plan were made.

- Created 1985 (est)
- Revised 1998
- Revised 2001
- Revised 2004
- Revised 2007
- Revised 2010