Wayne College Strategic Plan 2018-2022

Mission:

Wayne College, The University of Akron's only regional branch campus, is an educational and cultural hub for Wayne County and the surrounding region. Student success is achieved through excellent teaching with an emphasis on individualized attention. We prepare our students for further educational pursuits, career success, and lifelong learning.

To achieve this mission Wayne College will:

- Provide affordable access to The University of Akron's bachelor and master's degree programs, technical associate degrees, and general education coursework;

- Contribute to the community's lifelong learning landscape by offering both credit and non-credit opportunities;

- Remain the region's open-access opportunity for students to complete developmental coursework to prepare for admission to The University of Akron;

- Provide programming on site at our beautiful Orrville campus, online, or at one of several satellite locations throughout Northern Ohio;

- Extend desirable programming and support services to the students served by our satellite locations in Millersburg, Medina, and Lakewood, at regional high schools through the College Credit Plus program, and on the main campus through Adult Focus, Developmental Education, and UA Solutions.

Goal 1: Teaching and Learning: Quality, Resources, and Support

- Expand **4 year academic programming** through a phased approach

  - Phase 1: Programs to begin Fall 2019

    - Communication, Business, Education (Early Childhood Inclusive Teacher Preparation Program), Nursing

  - Phase 2: Programs to begin Fall 2020

    - Biology, Exercise Science with the Fitness Management Concentration, Criminal Justice

  - Phase 3: Future programming beyond 2021

    - Agritourism, Agribusiness, BTAS (Bachelor of Technical and Applied Studies)

- **Continue** offering successful and employable **associate degree programs** that articulate directly to four-year degrees

  - Reinstate high performing associate degrees in Spring 2019

- - ■ Healthcare Office Management (which articulates directly to Bachelor of Organizational Supervision)

      ■ Exercise Science Technology (which articulates directly to the Exercise Science Fitness Management Concentration)

      ■ Business Management Technology-General Option (which articulates directly to Bachelor of Organization Supervision)

    - Submit approved associate degree program to Ohio Department of Education

      ■ Business Management Technology-Business Administration (which articulates directly to the BBA)

        Note: This degree was designed to transition directly into the four-year business degree, it has been approved through curriculum review and is ready for submission to the Ohio Department of Education.

- Bring **staffing and facilities levels** up to meet need, fill key vacancies and reach staffing levels comparable to other regional campuses

  - Tenure-track faculty hires by priority

    ■ 2019-English, Foreign Language, Education, Business

    ■ 2020-English, Exercise Science, Math/Statistics, Nursing

    ■ 2021-Other general education faculty, History, Mathematics/Physics

  - Staff hires: full time biology laboratory manager, Medina campus biology lab manager, exercise science lab support staff

  - Facility needs to support programs:

    ▪ Second biology lab

    ▪ Exercise Science and nursing combination laboratory

- Extend our academic program offerings to improve **evening, weekend, hybrid, and online** options.

- Expand **programs options at satellite locations** (Millersburg, Medina, Lakewood)

- Investigate and implement potential course offerings to assist students with completing their **foreign language** requirements on the Wayne campus and the Lakewood and Medina satellite locations

- Provide **developmental education** to traditional (prep pathway students) and non-traditional students.

- Promote **UA Solutions**:

  - Build corporate partnerships through credit and non-credit offerings.

- Work with area career centers, OSU-ATI and other higher education partners to form **articulation agreements** that support the associate of technical studies degree among others.

- Enhance advising services and reach

  - Implement **mandatory advising** for freshman students.

  - Engage students through **alternative advising methods**.

  - Develop a **faculty advising/mentoring** program.

- Improve and expand support services

  - Support Ohio Department of Education initiatives and promote college affordability for our students by forming a team comprising of faculty and support staff to promote the adoption of appropriate **open textbooks** / OER (open educational resources) for Wayne College sections and support the adoption and implementation of the open textbooks.

  - Develop **support services to students served by satellite locations**, regional CCP high schools, and online courses.

  - Investigate **transportation** options between educational partners (ATI, Career Center, and Main Campus) and local communities.

  - Expand **Adult Focus** to support non-traditional and veteran students in successfully navigating the college experience.

- Increase diversity opportunities and awareness

  - Increase climate awareness through **diversity-focused programming**.

  - Coordinate with **main campus diversity programming**.

Goal 2: Teaching and Learning: Evaluation and Improvement

- Implement additional **retention initiatives**, including:

  - Add a mini Welcome to Wayne Day program for spring semesters.

  - Add additional focused new student orientations.

  - Promote greater college credit plus retention through increased four-year programs.

  - Expand evening and weekend support.

  - Require a career planning course for first year undecided students.

- Implement **Associate Degree Completion** Initiative

  - Operationalize the "Opt-out" associate degree so that students are automatically matched with an associate degree and have to decide to opt out of that degree.

Goal 3: Outreach: Community Wellbeing and Engagement

- Develop new **recruitment initiatives**

  - Recruit students from our service area into four-year degree programs

  - Create and implement a marketing plan to recruit adult (non-traditional) students.

  - Increase the numbers of transitional college credit plus students through earlier contact and focused programming (e.g. Marketing/Branding Improvements and student and faculty spotlight articles for social media).

- Increase opportunities for the **community to engage** with the college faculty, staff, students and campus

  - Improve existing **programming** to increase community involvement.

  - Develop new, relevant and frequent **programming** opportunities for the local community to participate in activities on campus and / or with Wayne College faculty, staff, and students.

- Develop new **workforce development** programming.

- Identify **non-credit opportunities** that would be ideal to offer at Wayne or at satellite locations.

- Increase visibility of Wayne College human resources available to the local community by encouraging **community service** participation by faculty, staff, and students, including reinstating the Roo Crew and establishing a Speakers Bureau.

Goal 4: Scholarship and Innovation

- Provide students opportunities for **scholarship and innovation** (e.g. Makerspace /3D Lab, Student Scholar Program, Honors Program, UA's EX[L] program).

Goal 5: Institutional Effectiveness and Resource Stewardship

- Ensure **pay equity** among faculty and staff with a compensation plan that includes plans for ongoing pay raises and a review of classifications and salary plans.

- Implement the **Bridges to Campus** Initiative, integrating the framework into our academic and academic support efforts.

- Formalize **Continuous Improvement** processes throughout the College:

  - Form a standing committee or team (WE: Wayne Excellence) to systematically evaluate and improve college-level and department-level processes.

  - Invest in ongoing training and resources to support the professional development of faculty, staff, and contract professionals in the areas of quality improvement.

- Update the Wayne College **governance document** to reflect desired organization and committee structure:

    - Ensure functioning shared governance at Wayne College by reviewing and updating the currently outdated Governance document, including areas of integration with the UA main campus departments and governance.

    - Develop a new organizational chart to reflect ideal structure at Wayne College and our relationship to the University.

- Improve the **physical plant and grounds** (facilities):

    - Maintain and improve walking trails and pond area (paths and decks).

    - Improve amphitheater and promote use.

- Identify additional **Fundraising** opportunities:

    - Raise additional funds for student scholarships.

    - Raise funds for capital projects.

- Increase **demographic reach** to students in NE Ohio:

    - Expand and develop existing locations in Millersburg, Lakewood, and Medina

    - Investigate feasibility and market potential of additional satellite locations.

    - Increase high school-based CCP offerings

Updated: 11/12/13