

HLC Multi-Campus Report: Wayne College Campus Self-Study 2022

Campus Overview

The University of Akron Wayne College campus was founded in 1972 as the only branch campus of The University of Akron (UA). From inception until 2018, the campus was independently accredited, and maintained unique degrees. The relationship between the main campus and the Wayne campus was independent in some areas and integrated in others. In 2018, the faculty and staff voted to give up separate accreditation, and unique degrees were eliminated (with appropriate teach-outs). In 2020, as a result of a University reorganization and reduction in the number of colleges, the Wayne College campus ceased functioning as a separate academic college. Because all the programs are identical to UA's programs and are already within UA's five college structure, the required governance needed to maintain a unique academic college was duplicative and unnecessary. In addition to streamlining for cost saving purposes, all these changes have created a far more integrated, cohesive, and consistent educational experience for students.

The Wayne campus offers 6 associate degrees and 6 bachelor's degrees that can be completed entirely at the regional campus. The campus also serves a sizable portion of UA's College Credit Plus (dual enrollment) students; first, second-, and third-year students who will complete their degrees at Akron or another institution; and commuter students who attend UA, the Wayne campus, and additional locations (such as the Medina County University Center (MCUC) and UA Lakewood). The Wayne campus also serves the community as it provides non-credit coursework, as well as meeting space, walking paths, internet access, access to library resources, exercise rooms and equipment, and a well-equipped Maker space. Important to our mission is our service as the educational and cultural hub for Wayne County and the surrounding region, and many organizations rely on the Wayne campus to host large meetings and events. In January 2022, in partnership with Cleveland Clinic Akron General, we began a 10-month paramedic certification program in which students can dual enroll in the Associate of Paramedic Education/EMT.

History, Planning, and Oversight

The faculty and staff at the Wayne campus are fully integrated into the University of Akron's governance and organizational structures. In 2021, full-time faculty were integrated into their main campus departments. Prior to that, full-time faculty at Wayne were tenured using campus-based guidelines. Now, faculty can choose, when going up for promotion (all existing faculty were already tenured when changes were made), to use the Wayne College guidelines or those of their academic department. The tenure/promotion process at Wayne is governed by the same collective bargaining agreement with Akron-AAUP as on main campus. Workloads are assigned by the department chair in coordination with the director of the Wayne campus. Part-time faculty are hired by the director and receive approval from the department chair at the main campus as well as the director of academic human resources. Qualifications required at the Wayne campus are identical to those of the main campus.

Staff are also integrated into their respective organizational units on the main campus. They maintain close connection with their counterparts at the Akron campus and participate in meetings or activities to share ideas and ensure consistency. It is important to note that Wayne campus staff often perform more than one job function, and many have more than one title.

Faculty and staff also participate in university-wide committees and initiatives including those focused on strategic planning, institutional direction, assessment, governance, etc. In addition, faculty and staff at the Wayne campus participate in campus specific committees that are linked to operations, routine campus events, and special events.

The budget for the Wayne campus is managed internally. Requests for new positions and additional funding is subject to the same request process as any other unit university-wide. Similarly, revenue generated by the Wayne campus is also treated in an identical manner to any other unit.

The director of regional campuses leads and has her main office at the Wayne campus. She is also the director for MCUC and UA Lakewood, which are defined as additional locations. The associate director of regional campuses, the assistant dean of student success and the director business and finance round out the administrative team for the Wayne campus and additional locations.

Facilities and Technology

The facilities at the Wayne campus are geared toward student success academically and socially. In 2021, several spaces were restructured so that programs, offices, and classrooms related to Health and Human Sciences could be clustered together, paralleling the programmatic synergy on the main campus. The nursing labs provide state of the art AI robots for the nursing and paramedic students. The wing also houses a food pantry run by graduate students in social work and in partnership with UA Campus Cupboard. Although access to the food pantry is limited to qualified applicants, a free food snack area is available to all. Several open spaces for faculty and students to work collaboratively are available on the top and lower floors.

Spaces were also repurposed in 2021 to create an education play lab, office spaces, student study spaces, and collaborative spaces for students and faculty in the Primary Inclusive Teacher Preparation program. The play lab is designed to allow students a laboratory type experience to test primary teaching concepts and to use equipment and technologies that are common to early childhood classrooms.

The Smucker Learning Center and the library offer quiet study spaces as well as social gathering spaces. Both areas offer puzzling, coloring and other popular activities allowing students to take a break from study. The library also offers quiet study rooms in addition to a computer lab. The library has approximately 12,000 print volumes, a children's literature collection with 3,000 volumes, 1,900 AV materials, 1,000 e-books and streaming audio, as well as all the additional resources offered through the Akron campus or Ohio Link. The library is open to and utilized by the public as well as our students.

The Wayne College technical support staff provide a range of items that can be checked out for faculty, staff, and students including a laptop program, various recording devices, microphones, and headphones. Students and employees can request laptops with software for home use on a semester basis.

The Makerspace has a CNC machine, multiple 3D printers, a laser engraver, and other devices common to these types of facilities. Students, community members, and local K-12 classes have the opportunity to use the equipment and experiment with materials. Assistance is provided by Wayne technical support staff.

The Student Life Building houses large classroom spaces, a multipurpose room designed for community use, the campus bookstore, the Zip Station, and a café area. In 2022, an e-gaming and e-sport experience room was added for general student use.

In August 2020, the Wayne campus resumed in-person classes in compliance with COVID-19 guidelines to serve a student population that desired in-person learning. Classes were offered in a hybrid format, which meant that all classrooms were upgraded to make in-person and online live instruction simultaneously available. Five classrooms are fully DL capable meaning microphones are installed at workstations, while other rooms make use of strategically placed floor or ceiling mics.

In 2021, a bring your own device (BYOD) lab was created, which provides students with a docking station, headset, and a large workspace, allowing students to seamlessly transition from in-person learning to online learning while remaining on campus. Additionally, two community meeting spaces have been equipped with hi-flex hybrid technologies to allow for an optimal in-person and virtual experience.

Biology, chemistry, physics, geology, anatomy, and physiology all have devoted, unique laboratory spaces. All are equipped to offer the first three years of undergraduate study. The biology lab has equipment to support general biology through major level coursework in microbiology and molecular genetics. The chemistry lab provides equipment that supports general to organic coursework and includes an NMR instrument. The physics and geology lab is an open-concept, adaptable space for large-scale experiments and multipurpose use.

Students, faculty, and staff have multiple options for fitness and recreation including a dedicated weight room, cardio room, basketball court, racquetball court, and beautiful outdoor walking paths. In addition, in partnership with the local YMCA, employees and students get a generous discount on membership. Outdoor study areas with internet access are available in the courtyard and outside each of the buildings.

Human Resources

The faculty and staff at the Wayne campus have identical qualifications as their counterparts on the Akron campus. All part-time Wayne campus faculty applications are screened by the director, sent to the Akron campus department chair, and then sent to the director of academic

human resources for approval. Prior to 2020, some hires at the Wayne campus were not vetted through the department chairs; however, once the current director was hired, screening by department chairs was added to ensure that course specific teaching requirements were aligned with disciplinary expertise. Full-time faculty recruitment occurs in collaboration with the appropriate academic department at Akron with search committee members appointed from both the Wayne and main campuses.

All employee hires go through the same university HR process for hiring. The HR department is located on the Akron campus.

The number of faculty and staff on campus is suitable to meet the needs for the operations of campus. Nonetheless, the current competitive hiring market has resulted in failed searches, leaving several open lines unfilled. In addition, the university is making or has made several major upgrades to software which will automate tasks and change how work is done. Several lines will remain open as a result, with needs to be assessed once upgrades are finalized. Lastly, several open lines have remained unfilled due to other factors, such as COVID-19. It is expected that over the next year, all or most open positions will be filled.

Many Wayne campus employees hold more than one job title or take on multiple roles. In 2021, the director asked a number of employees to conduct “job audits”, a process which realigns titles, pay, and duties. All the employees who completed audits received additional compensation and were able to adjust duties and titles to align with their roles. The university is conducting a wage study, which will include the Wayne campus to address salary compression.

The Wayne campus has a full-time UAPD officer on campus. In addition, the campus is patrolled by Orville Police during off hours, and they are ready to assist should they be needed.

Student and Faculty Resources and Support

Each year, the Wayne campus holds an all-faculty meeting for full and part-time faculty. In addition to providing semester updates and information, each meeting offers a professional development session. Previous sessions have included optimizing hybrid technologies, online excellence, building in failure as a part of the learning process, and building better classroom experiences. These meetings are mandatory, recorded, and uploaded in the Wayne campus All Faculty Brightspace page, which contains a wealth of other information such as syllabus templates, assessment artifacts, and a variety of teaching resources. Wayne campus full and part-time faculty also have access to a wide range of university Brightspace resources as members of the university-wide online teaching community. The Wayne campus has a manager of learning support services onsite, and faculty are encouraged to attend group or one-on-one training sessions.

All Faculty have access to a full range of in-person and online library services, technical support services, and an administrative assistant who assists faculty in a variety of capacities. Part-time faculty can request items routinely provided to full-time faculty including a laptop for home use,

office space, as well as all necessary teaching materials. In addition, the administrative team has an open door, open contact policy which encourages collaboration with faculty and staff.

Students have accessible, personalized, connected support available online or in person at the Wayne campus. Each of the student support areas discussed below utilizes the same systems as the Akron campus and participates in university-wide meetings to ensure consistency of service and best practices. Due to our small size and dedicated employees, students often find mentors within the staff. Additionally, as a closely interconnected organization, employees act as problem solvers to help students find the right person to talk with quickly and efficiently. Navigating academic systems can be challenging for students and Wayne campus employees excel at making the college onboarding process easy and customer service oriented.

The Wayne campus has an onsite admissions counselor who provides campus tours, organizes visit days with high schools, engages in outreach, and moves students through the admissions funnel. In addition to reporting to the assistant dean of student success, this person also reports to UA's director of admissions to ensure a seamless partnership and to find the best path for the student based on their goals. Because many students arrive with college credit coursework, some students who initially apply at Wayne are better served by starting directly at Akron. Similarly, some students, due to financial or other reasons, find they would prefer the Wayne campus. By taking a student centered, one university approach, admissions counselors on both campuses can provide students personalized service throughout the process.

The student services office provides concierge style in-person or online services directing students to other resources on campus as needed, and managing financial aid, scholarships, registration, and military services. The staff also participate in admissions, new student orientation, and a variety of first day and first week activities. These forms of early contact provide students with a reliable campus ally in those precarious first weeks of school.

The Smucker Learning Center is a key point of accessible, personalized interaction offering in-person or online tutoring with professional tutors. Students also have access to onsite accessibility services, proctored testing, and receive references for counseling services either locally or online. Student employees provide peer support and study help.

Students have online or in-person options for advising. All students are assigned a professional advisor and students within degree programs have additional advising support from area coordinators and faculty. Wayne advisors play a key role in new student orientation and other onboarding activities. College Credit Plus students have a designated advisor who serves as the liaison between the student and their guidance counselor at each home high school. Advisors frequently contact unregistered students to schedule advising appointments and assist them in finding services when struggling. Wayne campus advisors play a key role in helping students transition to the Akron campus and often assist students throughout their academic careers, even when at Akron. Students also connect with their advisors for career services. The University of Akron uses the Handshake platform and students receive early instruction on how to create a profile and use it for employment and internship placement during their academic career and after graduation. The platform is easy to access on the Wayne College website and local job

opportunities are linked through an RSS feed. Onsite degree coordinators also assist with clinical and school placements that lead to jobs after graduation.

Wayne College Library's mission is to provide resources and services to promote information literacy for lifelong learning. Wayne College Library is administered through Wayne College reporting structures and budgeting while working collaboratively with colleagues in University Libraries (UL) and the School of Law Library. The library director serves on functional committees (cataloging, electronic resources) and is included in ad hoc work teams to achieve a consistent experience for students and faculty across locations. One of the greatest benefits of the relationship between Wayne College Library and University Libraries is the ability to share resources: print materials, electronic resources (research databases, electronic journals, e-books, and streaming media), and library applications (Integrated Library System, discovery layer, LibGuides, and other helpful tools) across all UA locations. Students have access to all academic resources and services regardless of their course locations.

As a library generalist, the Library Director relies on the expertise of UL library specialists for assistance regularly, especially in technical areas like cataloging and digital resource management. The Wayne College Library staff contribute to university-wide library initiatives like online information literacy instruction.

Wayne College library offers in-person and online information services (research assistance) and library instruction, and assignment support using Libguides. Outreach services are additionally offered to all additional locations with visits to Medina, Lakewood, and CCP locations, and online support via phone, text, email, chat, and Teams.

The Wayne campus has a transparent and easy to read process for student complaints and grade disputes. Information regarding how to resolve grade disputes or address class concerns is available on each syllabus. When a student has a complaint, the assistant dean takes them through the process of talking with their instructor, examining the syllabus policies, and taking the complaint to the director of regional campuses or department chair if warranted. He also serves as the deputy Title IX coordinator and academic conduct officer. As a nexus point for student and faculty concerns, he can mediate disputes between faculty and students and provide the appropriate solution.

Educational Programs and Instructional Oversight

In 2018, unique technical associate degrees were suspended and eventually discontinued. All degrees completed at the Wayne campus are University of Akron degrees. Program and instructional oversight are carefully coordinated with department chairs, college deans, and program faculty.

The Wayne College campus offers UA six bachelor's degrees that can be completed onsite or online. By offering some courses through the synchronous or asynchronous online format, Wayne campus students can work with their Akron campus counterparts in a blended environment. These courses are taught by full-time faculty with high level specializations.

Combined sections also ensure that regional campus students experience a wider marketplace of ideas and diversity of thought typical of a public research university.

Onsite program coordinators manage the bachelor's degrees in nursing, social work, education, communication, and organizational supervision. These coordinators meet with students, coordinate field placements, internships, and student teaching assignments, and teach or advise students. All coordinators regularly meet with their Akron campus counterparts, attend department and curriculum meetings, and share assessments and assignments in Brightspace. The department chair for marketing at the Akron campus also chairs the Wayne campus program. The College of Business has a designated internship coordinator who also serves Wayne campus students. The chair and other faculty visit campus and meet with students regularly.

Associate degree programs follow an identical process. The associate's in art, science, technical studies, and communication have onsite coordinators. These associate degrees can be completed entirely in person or in any combination of hybrid, asynchronous, or synchronous online. The associate degrees in emergency management are managed by the Akron campus program coordinators and most of the courses are offered in person with select courses online. The courses, core curriculum, assessments, and degree requirements for the Wayne and main campuses are identical for all degree programs including associate degrees.

Most of the Wayne campus degree programs offer a limited selection of courses and scheduling options within the degree. The bachelor's in marketing, social work, and nursing have admissions policies that guarantee student placement within the cohort. If a student gets off sequence by failing a course or is unable to keep pace with the rest of the cohort, make-up courses may need to be taken at the Akron campus. Students may choose to take courses at the Akron campus or online that are not within the Wayne campus sequence. Students are informed about course sequencing and course options at the beginning of the program in orientation and during degree progress meetings with their advisor.

The Wayne campus website has degree information as well as the general requirements for each degree and links to the main campus information as well. The website is undergoing additional work to include curricular pathways specific to the Wayne campus. Part-time, transfer, and CCP pathways are being identified so that students who do not fit easily within a full-time four-year cohort path can have an alternative way to progress through the Wayne campus programs.

Evaluation and Assessment

As with all programs, the programs at the Wayne College campus participate in university-wide review processes. Assessments are conducted at the course, program, and career outcome level.

All general education courses are subject to a review process managed by the coordinator of general education at Akron. All courses, including College Credit Plus courses are subject to review via the collection of artifacts from course sections. All faculty, including CCP and regional campus faculty, are invited to participate in the review and rating of assessment artifacts. Course improvements are made based on the assessment scoring of learning outcomes.

Degree programs are assessed at the departmental level with Wayne campus courses included in those assessments. The University of Akron's director of assessment conducts reviews from a teaching and learning perspective and the program assessment committee conducts viability reviews. Wayne College programs are included in these reviews as a part of the overall assessments.

Data gathered from assessment is communicated to Wayne campus faculty directly through the departments in which the course or program is held or through shared Brightspace resources. Many departments have common Brightspace pages used to share curriculum, assessments, and common teaching resources.

In addition to assessment measures, all Wayne campus faculty participate in several forms of evaluation by students and administrators. The University of Akron solicits feedback from students in a mid-term assessment as well as end of term. The mid-term assessment is strictly for use by the faculty member to inform them of students' perceptions in the current term. The end of term assessment is used by the Wayne campus administration and by departments to inform teaching assignments. Faculty receive an administrative evaluation when one or more of the following conditions apply: CCP regulations; teaching a course for the first time; low student evaluations or complaints; as a part of tenure or promotion processes; as a part of a regular review cycle. Few evaluations were conducted in 2020 and 2021 due to COVID-19. In 2022, regular evaluation practices resumed. Evaluations for the Wayne campus are conducted by the director, associate director, or the coordinator for academic affairs. Additional evaluations may be conducted by the department chairs or designees.

Continuous Improvement

The past several years have been a period of significant organizational transition and transformation. Some of this transformation is the result of a post-COVID response to changing norms and practices in higher education. The ability to leverage main campus faculty expertise and offer the Wayne campus students an optimal educational experience was made possible in part by the embrace of remote instruction during COVID. Students and faculty necessarily leveled up in online teaching and learning.

Additional transformation occurred as a result of the removal of separate accreditation and college status. For example, a variety of standing committees and workgroups were dedicated to fulfilling college and accreditation functions, including an aptly named "continuous improvement committee." Employees had several service requirements involving committee work, most of which was internal to Wayne College.

Over the past two years, most of these internal committees were suspended in favor of an intense focus on improving university-wide integration. In 2021, the university began an institutional project of developing "AKR's," a type of strategic planning made popular by John Doerr, in the book, *Measure What Matters*. Each Wayne College department and service area has developed objectives and key results based on the core values of the University of Akron's strategic plan. Part of the objective for Wayne College employees is to re-think what really matters in terms of

work and whether that work should be codified into a committee. Rather than focus on institutional structures, most of the new committees are centered on student services.

The widespread adoption of Microsoft Teams on the Wayne College campus has also contributed to a culture of continuous improvement. Through the formation of teams and instant virtual collaboration, Wayne College employees can meet when problems arise rather than wait for scheduled meetings. All non-faculty employees keep Teams running throughout the workday, making them instantly accessible when their status shows availability. By forming virtual work teams, groups can share specific types of tasks, making work more efficient and strategic.

As these changes become normative and less novel within the organizational culture, formal review of institutional structures will be needed to reduce stagnation and continue to move the campus forward.

Wayne Campus Enrollment Data

Programs Offered	Actual Enrollment		Project Enrollment			
	Fall 2021	Pre-Admits	Fall 2022	Fall 2023	Fall 2024	
Associate of Arts	22		22	25	25	
Associate of Science	16		15	30	30	Graduation numbers are higher than census numbers due to changes in major. Fall21/Spring22 graduates 40
Associate of Technical Studies	1		2	10	20	Program revamped in Fall 2022
Associate of Emergency Medical Services Technology, EMT/Paramedic	0		3	10	15	Program not offered until 2022
Associate of Emergency Medical Services Technology, Fire/Medic Option	0		0	5	10	Program not offered until 2022
Associate of Arts, Communication Option	1		1	5	10	Program not offered until 2022
Bachelor of Business Administration in Marketing	22	15	22	30	40	An additional 17 Business Administration students remained before degree was changed from Administration to Marketing
Bachelor of Strategic and Organizational Communication	9	1	5	10		
Bachelor of Primary Inclusive Teacher Preparation	38	15	40	45		
Bachelor of Social Work	17	21	15	20		
Bachelor of Science in Nursing	60	58	60	70		
Bachelor of Organizational Supervision	9		10	15		Program re-instated 2022

Instructors		
Instructor Type	Primary Appointment	Number
Full-Time Faculty	Wayne College	3
	Akron	17
Part-Time Faculty	Wayne College	84
Contract Professionals	Wayne College	5
GA's		2
Administrators	Wayne College	1
Full-Time CCP faculty in HS		29

Administrators on Campus	
Name	Title
Heather A. Howley, Ph.D.	Director of Regional Campuses
Angela Hartsock, Ph.D.	Associate Director of Regional Campuses
Amy Haynes	Director of Business Operations and Finance
Gordon Holly	Assistant Dean of Student Success

Additional Enrollment Information			
Total College Credit Plus Students		835	
	FT 12 + credits	58	6.95%
	PT 11 – 6 credits	345	34.30%
	PT 5 credits or less	432	51.70%
Wayne Campus Enrollment (designated Wayne non-CCP)			
Total Fall 2021		562	
	FT 12 + credits	445	80.90%
	PT 11 – 6 credits	88	15.60%
	PT 5 credits or less	19	3.30%