

I.) Basic facts and description of the unit.

A.) Mission and goals.

Wayne College is comprised of the regional campuses within the greater University of Akron system. Wayne College consists of the larger regional campus in Orrville, with regional academic centers in Millersburg, Medina, and Lakewood. The Orrville campus serves as an educational and cultural hub for Wayne County and the surrounding region. Student success is achieved through further educational pursuits, career success, and lifelong learning. To achieve Wayne College's mission, the regional campus system will:

- 1) provide affordable access to the University of Akron's bachelor's and master's degree programs, technical associate's degrees, and general education coursework;
- 2) contribute to the community's lifelong learning landscape by offering both credit and non-credit opportunities;
- 3) remain the region's open-access opportunity for students to complete developmental coursework to prepare for admission to The University of Akron;
- 4) provide programming on site at our beautiful Orrville campus, online, or at one of several satellite locations throughout Northern Ohio; and
- 5) Extend desirable programming and support services to the students served by our satellite locations in Millersburg, Medina, and Lakewood, and at regional high schools through the College Credit Plus program.

The tagline of Wayne College is "*Where students come first.*"

Wayne College also supports the University of Akron system with three additional components including Adult Focus, Developmental Education, and UA Solutions. The Adult Focus unit is the primary access point for adult students as this growing constituency seeks to navigate the waters of higher education. The Development Education unit serves not only the developmental education needs of the main campus, but also the Orrville campus and the regional academic centers. UA Solutions is the workforce development and continuing education unit that serves all geographic areas and campuses considered within the domain of the University of Akron.

B.) Services.

Wayne College is the regional campus system for the University of Akron. Wayne College offers two-year, four-year, and master's programs. Wayne College also provides students with a full complement of student services including advising, registration, admissions, orientation, financial aid, counseling, and disability services at each of the system's four locations. Although faculty at Wayne College do engage in scholarship and professional development, it is not considered a research institution. All campuses within the Wayne College system provide workforce development and continuing education through UA Solutions.

1.) Critical partners.

The most critical partners for Wayne College include the University of Akron's main campus colleges with which Wayne College offers its programs. Second, Wayne College is intricately involved with employers in Wayne, Holmes, Medina, and Cuyahoga Counties. Relatedly, since UA Solutions is a part of Wayne College, employers throughout the Northeast Ohio area are of crucial

importance to the Wayne College system. Third, given its nature as a regional campus and the fact that the campus hosts approximately 900 College Credit Plus students, Wayne College considers its relationships with school districts in the aforementioned counties of utmost importance.

2.) Customers and end-users of services.

Wayne College primarily serves undergraduate students pursuing a two-year, four-year, and/or master's degrees. Across the four campuses, Wayne College serves approximately 2,500 students.

3.) Key performance analysis.

There are two key performance criteria. First, as is the case with any regional campus or regional campus system, the budget for Wayne College should reflect a positive balance. Wayne College, through its 46 years of existence, has always produced a surplus that not only helps develop and support the regional campuses but also the University of Akron's main campus. Second, enrollment should increase from year to year. As is the case for the great majority of regional campuses, enrollment tends to be counter-cyclical to national economic performance. In other words, as the unemployment rate drops reflecting a well-performing economy, the enrollment at a regional campus likely declines. As the unemployment rate increases, enrollment at a regional campus increases as unemployed workers return to higher education to renew, retool, and rebuild their skillsets.

4.) Brief assessment: Strengths, Weaknesses, Opportunities.

In an attempt to build enrollment for the University of Akron, Wayne College will develop four-year programs and move the University's footprint geographically west and south, and online.

For decades, Wayne College went without four-year degree program. Simply put, the opportunities for growth at Wayne College (and the University of Akron) include offering additional four-year degree programs in fields that are appropriate for a regional campus serving primarily Wayne, Medina, Cuyahoga, and Holmes Counties. Now that four-year programs exist at Wayne College, there will be a greater opportunity to keep the students enrolled in College Credit Plus courses within the regional campus system so that they can complete their degrees. It should be mentioned that the staff at Wayne College conducted much in the way of research to determine the whereabouts of students after they left Wayne College with the results showing that, although many students went to the University's main campus, most did not to finish their degrees.

Additionally, Wayne College will work with other state universities to develop four-year programs that promote both Wayne College and the partnering state university.

As well, Wayne College will develop a plan to promote access for adult students and students in need of a non-traditional schedule to include online courses, Prior Learning Assessment, and greater utilization of the Associate of Technical Studies degree.

The most important strengths for Wayne College include a strong faculty, strong student services equipped with staff and contract professionals with the utmost dedication to Wayne College, very nice buildings on the Orrville and Medina campuses, and a very lean, debt-free operation.

The weaknesses for Wayne College include the lack of faculty in some fields and a lack of full-time

and part-time administrative support. Faculty are needed in virtually all areas including both general education courses and for the upcoming four-year programs. Currently, Wayne College is understaffed at all campuses but the Wayne College team has managed by moving personnel from one campus to the next when needed. In the case of the Millersburg campus, there exists only a 1/2-time employee managing the operations of a small, but growing campus.

C.) Resources.

1.) Personnel.

At one time, Wayne College boasted 30 full-time faculty. Even at this zenith, this number is far below regional campuses in Ohio which generally maintain 45-50 faculty for such campuses that serve 2,500 students. There are no plans to discontinue any academic programming, student services, workforce development, continuing education, and/or developmental education.

1A.) Wayne College – Orrville.

i.) **Regional Campus Dean** (1 position). The Dean of Wayne College is responsible for the macro-level, general management of Wayne College and the three regional academic centers. All employees working at the University of Akron's regional campuses either directly or indirectly report to the Dean of Wayne College. The Dean of Wayne College has the primary responsibility for financial and human resources, enrollment, community relations, and academic programming for the regional campuses.

ii.) **Coordinator of Administrative Services** (1 position). Maintains calendars, organizes meetings, prepares agendas, coordinates special events, makes travel arrangements, reviews and compiles materials to be submitted to the Office of Academic Affairs, prepares correspondence, updates and maintains confidential personnel files, supervises and manages the Dean's office staff at all regional campuses, and serves as a liaison between the University of Akron's regional campuses and other organizations.

iii.) **Director of Curriculum and Instruction** (1 position). Manages the schedule for all College Credit Plus courses on the regional campuses and at high schools, schedules part-time faculty in areas whereby a program or department coordinator does not exist, recruits part-time faculty.

iv.) **Coordinator of Academic Affairs** (1 position). Manages the academic schedule for all four regional campuses, monitors program changes at the university level whereby changes will impact Wayne College programs, monitors the curriculum proposal system.

v.) **Coordinator of Academic Affairs Support** (1 1/2-time position). Supports all functions in the Dean's office with special focus on supporting the part-time Associate Deans, the Coordinator of Academic Affairs, and the Director of Curriculum and Instruction. Assists in the recruitment of part-time faculty.

vi.) **Assistant Dean for Student Success** (1 position). The Assistant Dean is responsible for the general management of student services, enrollment management, and student life at Wayne College and the three regional academic centers. This position is also responsible for the building of enrollment at the regional campuses, serves as Title IX coordinator for the regional campuses, serves as judicial affairs coordinator, and serves as a liaison to the University of Akron's main

campus.

vii.) **Associate Dean for Academic Affairs** (2, 1/4 – time positions). To reduce costs, the Dean of Wayne College did not hire a full-time Associate Dean for Academic Affairs. Instead, two full-time faculty were provided a stipend to perform similar duties which, among other responsibilities, includes developing the academic schedules for all regional campuses, hiring part-time faculty in areas where a program coordinator does not exist, and handling student complaints.

viii.) **Director of Business and Budgeting Operations** (1 position). Primarily responsible for the financial and budgeting functions of the regional campuses and manages the business office, supervises the information technology office, supervises the maintenance and grounds staff at the regional campuses, manages the food service and bookstore operations, and serves as a liaison to the University of Akron's main campus.

ix.) **Senior Cashier** (1 position). Serves as the cashier at the Orrville campus and conducts daily activities in the business office including mailroom operations, purchasing, and billing for all regional campuses.

x.) **Manager of Facilities and Maintenance** (1 position). Manages all building and grounds operations for the Orrville and Holmes Campuses, supervises maintenance staff, works with vendors on both construction and maintenance projects, and monitors weather conditions for potential campus closures.

xi.) **Assistant Manager for Facilities and Maintenance** (1 position). Oversees the maintenance of equipment at the Wayne and Holmes Campuses, supervises daily projects of facilities and maintenance staff, works on grounds and equipment on a daily basis.

xii.) **Facilities and Maintenance Worker** (3 positions; two are occupied and one is currently open). These employees work on the physical grounds and the equipment used for those grounds, secure cleanliness of facilities, and are responsible for the beautification of the interior and exterior grounds.

xiii.) **Wayne College Police** (2 positions). Provides safety and security for the Orrville campus, oversees emergency response protocols, and provides safety and security training for Wayne College personnel.

xiv.) **Computer Lab Support Specialist** (1 position). Oversees the 3-D print lab and Maker Space. Responsible for classroom and lab computer technology. Assists faculty, staff, and students with computer maintenance and needs.

xv.) **Department Computer Support Specialist** (1 position). Oversees classroom and lab computer technology. Assists faculty, staff, and students with computer maintenance and needs.

xvi.) **Manager of Student Services** (1 position). Supervises staff working at the student services center and coordinates with student services personnel working at other regional campuses. These services include financial aid, scheduling, military services, transfer services, registration, placement testing, and orientation.

xvii.) **Student Services Counselors** (3 positions). These counselors serve as the staff for the

Student Services Center and are considered generalists and assist students with financial aid, military services, placement testing, registration, orientation, Zip cards, processing admissions, and support for transfer students.

xviii.) **Office Support Specialist** (2, 1/2-time positions). One Office Support Specialist proctors placement testing for new students and for existing students in their traditional courses. As well, this employee proctors exams for students enrolled at other universities and scans documents into the NOLIJ system. A second Office Support Specialist supports the Academic Affairs functions, generally.

xix.) **Coordinator of Academic Advising** (1 position). Generally supervises the Wayne College advisors, plans and executes new student orientation sessions, advises regional campus students, oversees career planning and placement, develops and implements retention programs, and serves as liaison to the University of Akron's main campus.

xx.) **Academic Advisors – Orrville Campus** (3 full-time positions, 2 1/2- time positions). Generally advises regional campus students, conducts new student orientation in conjunction with Student Services at all regional campuses, oversees Wayne College's College Credit Plus operation, manages Welcome to Wayne Day (Wayne College's transition program), conducts student success sessions for students on academic probation, and oversees the University of Akron's Pathway Student program.

xxi.) **Admissions counselors** (2 positions). Provides outreach and recruitment functions for the regional campuses at various high schools, community locations, and on the regional campuses, assists in the planning and development of admissions recruitment publications, provides communication to new student applicants and their families for all regional campuses, provides recruitment for Wayne College's College Credit Plus program, and supervises student assistants.

xxii.) **Director of Campus Libraries** (1 position). The Director oversees all library operations for the Orrville, Medina, Lakewood, and Millersburg locations which includes making acquisitions, cataloging, circulations management, interlibrary loan, intra-library loan, managing e-book reserves and traditional reserves, assisting faculty with library services, designing library programs, and making connections with the communities whereby Wayne College academic programs are located. The Director also manages the library budget, serves as the liaison to the main campus library, and supervises student workers. The Director also manages a staff of four persons including one full-time employee and three part-time employees.

xxiii.) **Public services librarian.** (1 position). The public services librarian engages both students and faculty to make sure they receive library services. The public services librarian also serves as an immediate assistant for the Director of Campus Libraries regarding *all* of the latter's official duties.

xxiv.) **Library Senior Associate** (2 ½ time positions). The Library Senior Associates assist and instruct patrons in the use of the Wayne College library system and assist faculty and students with information- seeking skills, interpretation of library policies and supports the Director of Campus Libraries and the Public Services Librarian with all of the former's official duties.

xxv.) **Library Specialist** (1 ½ time position). The Library Specialist provides general support in the main access areas of the library at Wayne College and assists and instructs library patrons with

the use of library and related information systems. The Library Specialist also recommends, interprets, and applies library policies, standards, and procedures.

xxvi.) **Manager of Community Relations** (1 position). The Manager of Community Relations manages all public relations, community relations, and advertising for the University of Akron's regional campus system in an effort to support the system's missions and goals. The Manager of Community Relations develops strategies and creates special events designed to make the surrounding areas more aware of the regional campuses and the academic programs offered in both credit and non-credit format. The Manager of Community Relations at Wayne College also assists with the public relations function of the University of Akron's LeBron James Family Foundation College of Education.

xxvii.) **Design Specialist** (1 position). The Design Specialist serves chiefly as the graphic designer for all projects within the regional campuses. The Design Specialist produces graphic layouts for brochures, posters, artwork displays, and other publications for all promotional printed material that are used to enhance the regional campus's image. The Design Specialist also assists with projects associated with the LeBron James Family Foundation College of Education.

xxviii.) **Coordinator, Word Processing Center** (1 position). The coordinator's position at Wayne College has changed over the years to include the management of the word processing center which now provides support for all faculty, both part-time and full-time, in regard to printing, copying, and typing needs. The Coordinator also supervises other part-time and student personnel.

xxix.) **Department Computer Support Assistant** (1 position). The Computer Support Assistant records, prioritizes, and resolves computer hardware, software, and network-related problems throughout Wayne College. The Computer Support Assistant also provides technical assistance to students, administrators, faculty, and staff in the operation of computer software and related equipment. This person also manages the webpage for all of the regional campus system.

xxx.) **Department Secretary** (1 ½ time position). The Department Secretary is dedicated to the word processing center which is managed by the Manager of Community Relations. The Department Secretary provides general secretarial support to several persons and receives students and visitors coming in contact with the regional campus's community relations, public relations, and media presence.

xxxi.) **Director of Development, Wayne College** (1 position). The Director of Development is the chief fundraising officer for the regional campus system which includes four counties. The Director of Development identifies opportunities for fundraising opportunities for both scholarships and for the support of the regional campus's sponsored activities. The Director of Development also serves as a campus liaison to the communities serviced by Wayne College and represents the Dean of Wayne College when the Dean cannot attend specific events. The Director of Development additionally serves as an advisor to the Dean regarding community issues.

xxxii.) **Director of Smucker Learning Center** (1 position). Oversees the developmental education programs for the regional campuses, oversees all tutoring programs for the regional campuses, manages the Smucker Learning Center operations, and hires and trains tutors.

xxxiii.) **Manager of Smucker Learning Center** (1 position). Provides instructional technology

support to full-time and part-time faculty and staff for the regional campuses, assists with the management of the Smucker Learning Center, manages the Smucker Learning Center computer lab.

xxxiv.) **Director of Accessibility Services and Personal Counselor** (1 position). Oversees accessibility services for all regional campuses, conducts personal counseling for regional campuses, liaison to the University of Akron's main campus and other community organizations designed to assist students and leads the regional campus' Care Team.

xxxv.) **Coordinator of Accessibility Services** (1 position). Provides daily services to students for compliance with the Americans with Disabilities Act ("ADA") at all regional campuses, works with all faculty and staff to ensure compliance with the ADA at all regional campuses, works with the Smucker Learning Center on related issues, and conducts training for staff, administration, and faculty.

xxxvi.) **Student Activities Coordinator** (1 position). Plans and executes all student activity programming at all regional campuses, manages student organizations, advises student government at Wayne College, manages students that assist in orientation and tours, assists with community events.

xxxvii.) **Wayne College Athletic Director** (1 1/2-time position). Oversees the athletics program at Wayne College, hires coaches, recruits athletes, monitors academic progress of student-athletes, manages physical facilities used by athletic teams, creates athletic schedules, and arranges for athletics travel.

xxxviii.) **Wayne College Coaches** (4 1/2-time positions). Wayne College has four, part-time coaches for women's volleyball, men's basketball, women's basketball, and men's golf.

1B.) University of Akron at Medina.

i.) **Director of UA Medina Campus** (1 position). Responsible for the operation, management, student enrollment, and community engagement for the UA Medina campus. Coordinates students services, advises students, arranges rental agreements for UA Medina facilities, develops partnerships with educational, business, and other community entities, and manages UA Medina staff.

ii.) **Academic Advisor – Medina Campus** (1 positions). Generally advises regional campus students, conducts new student orientation in conjunction with Student Services at the Medina Campus, conducts student success sessions for students on academic probation, and oversees the University of Akron's Pathway Student program.

iii.) **Assistant Facilities Manager** (1 position). Supervises maintenance of buildings and grounds at UA Medina, performs a wide variety of maintenance procedures and cleaning tasks, and manages the remaining part-time UA Medina maintenance staff.

iv.) **Computer Support and Facilities Assistant at UA Medina** (1 position). Assists faculty, students, staff, and community members with information technology needs and issues, works with UA Medina staff on all technical equipment including network, distance learning, computer- based testing, radios, and all onsite hardware. Assists in the maintenance of the physical facilities.

1C.) University of Akron at Lakewood.

i.) **Director of UA Lakewood Campus** (1 position). Responsible for the entirety of operations at the UA Lakewood Campus. Oversees classroom management, sets the UA Lakewood academic schedule, maintains community relationships, serves as a liaison to main campus and Wayne College departments with programs at UA Lakewood, and supervises part-time student workers.

1D.) University of Akron at Millersburg.

i) **Administrative Assistant** (1 1/2-time position). Manages the operations of the Millersburg regional academic center, develops community relationships, works with area school districts regarding College Credit Plus.

1E.) Developmental Education.

i.) **Acting Director of Developmental Education** (1 1/4-time position). Coordinates the entirety of the developmental education program at the University of Akron's main campus. This person is currently a full-time faculty member and is paid a stipend to manage the faculty, develop the academic schedule, and hire and evaluate part-time developmental education faculty.

1F.) UA Solutions.

i.) **Account Executive – Outside Sales at UA Solutions** (1 position). Manages the UA Solutions operation in conjunction with JEAN. Actively seeks professional development and workshop opportunities for UA Solutions, recruits and hires instructors for various workshops and programs, engages with area employers to determine employer needs.

ii.) **Office Manager at UA Solutions** (1 position). Manages the UA Solutions office, supervises student workers, manages the UA budget, and manages physical facilities used for UA Solutions' workforce development opportunities.

1G.) **Adult Focus.** Adult Focus is the first point of contact for adult students pursuing an undergraduate degree at the University of Akron. Adult Focus offers several services including advising and other forms of support to assist returning students wishing to navigate the higher education culture and system. Pursuant to the University of Akron's definition, an "adult" student is one who is 25 years of age or older, and/or is assuming multiple life roles such as parent, spouse, employee, caregiver and/or student, and/or is returning to school after four years or more, and/or is a military veteran.

i.) **Director of Adult Focus** (1 position). Manages the University of Akron's Adult Focus office and programs. Serves as an advocate for adult students both at the University and in the community. Builds relationships in the community that help non-traditional students. Works specifically with community partners such as the Summit Education Initiative, College Now, Project Learn, and the Ohio Means Jobs Center. Oversees the Adult Focus scholarship program.

ii.) **Assistant Director of Adult Focus** (2 positions). Assists with the management of the University of Akron's Adult Focus program, advises Adult Focus students on academics, financial aid, transfer issues, and develops and coordinates the orientation program for Adult Focus

students. Represents Adult Focus on the CARE team and coordinates the Regional OhioBenefits Bank to assist non-traditional students.

iii.) **Outreach Coordinator and Academic Advisor I** (1 1/2-time position). Advises students associated with the University of Akron's Adult Focus program, serves as liaison to the Ohio Means Jobs Center and College Now, helps Adult Focus students with employment searches, manages the University's 60+ program, and manages the Bridges to College Success program.

See appendix for organizational chart.

2.) Financials.

See appendix.

3.) Equipment and technology.

For the most part, the equipment and technology currently possessed by the Wayne College system is sufficient and in relatively good condition. However, constant updates will be necessary as the equipment and technology expires. A wetlab is needed at the Medina campus as soon as possible so that student can complete the first two years of many programs before transferring to the University of Akron's main campus. Otherwise, most of these students will attend one of the nearby community colleges. Equipment and technology used by Adult Focus, Developmental Education, and UA Solutions is in good order.

4.) Space.

With two exceptions, the Wayne College system has the space that it needs. However, over the intermediate run due to both grow generally and the need for opportunity for growth, additional classroom space will be needed at Millersburg and Lakewood. Currently, the Millersburg campus operates from one floor of an office building with five classrooms and the Lakewood campus leases six classrooms at Lakewood High School. Space used by Adult Focus, Developmental Education, and UA Solutions is sufficient.

II.) Future plans.

A.) Potential changes.

Aside from additional four-year academic programming, there will not be much in the way of change. Ideally, in three years, Wayne College will start a campaign for funds for a science building at the Orrville campus which is common for most regional campuses in Ohio.

B.) Trends.

The dominant trends for a regional campus are fairly simple. First, there is a growing need for employees with four-year degrees. Second, there is increasing demand for high- quality, low-cost education. Third, there is a growing demand for online courses. Fourth, there is an increasing demand for flexible degree programs for students in need of a non- traditional schedule and/or by students with "some college, but no degree."

C.) Response.

Given these trends, Wayne College will offer additional four-year programs that satisfy the need to deliver high-quality, low-cost higher education from the University of Akron through programs that are designed for traditional and non-traditional students and provide flexible schedules.

Additionally, the Wayne College system will strive to provide greater opportunities for workforce development and continuing education through UA Solutions for area employers and employees.

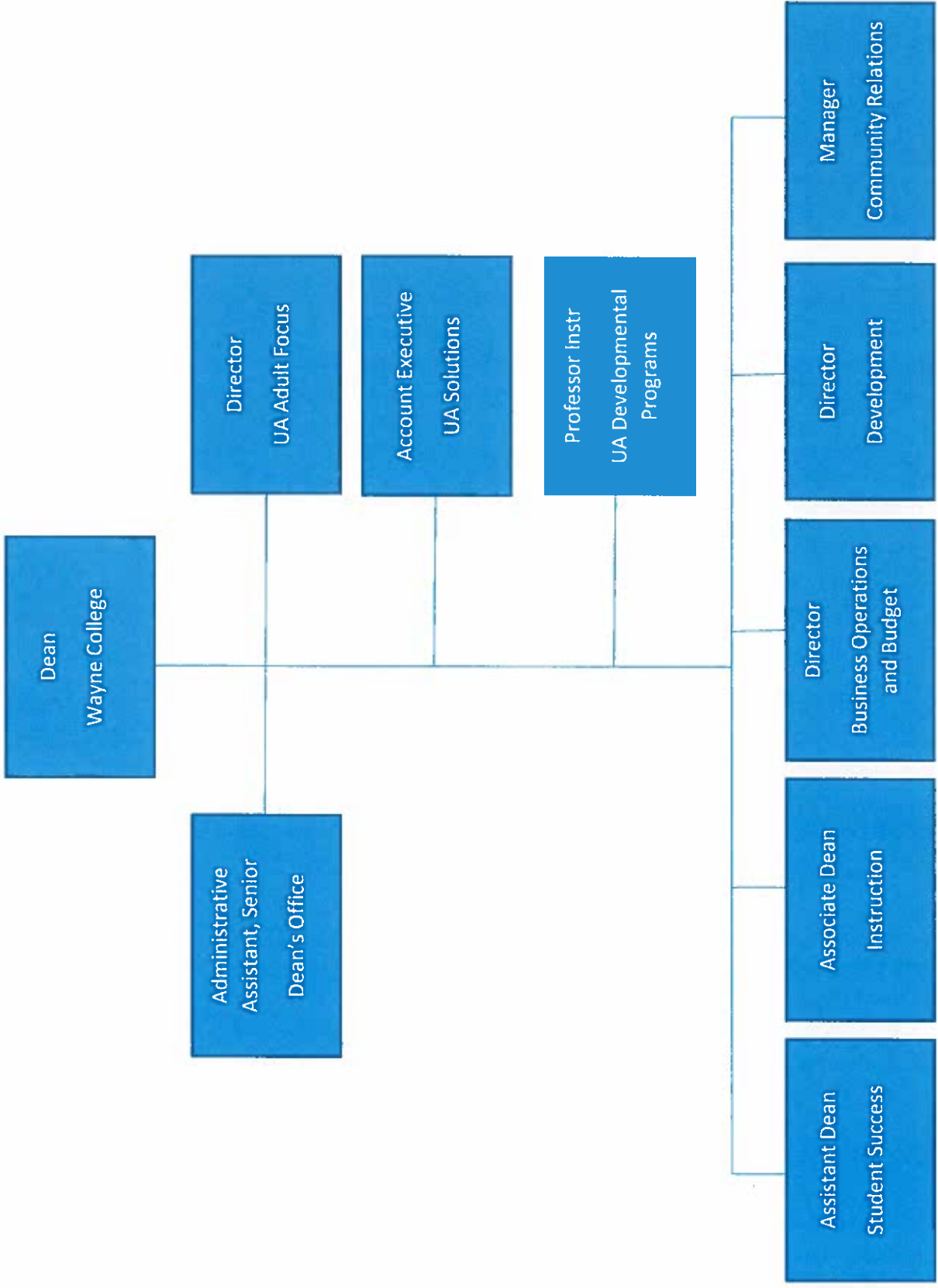
Fiscal Year	Revenue	Expenditures	Revenue - Expenditures	Transfer-outs	Carry-over	
FY14	\$ 12,938,100	\$ 12,740,900	\$ 197,200	\$	2,189,800	\$ 923,000 * The tran:
FY15	\$ 11,931,300	\$ 10,456,600	\$ 1,474,700	\$	-	\$ 1,474,700
FY16	\$ 12,229,519	\$ 10,753,519	\$ 1,476,000	\$	-	\$ 1,943,109
FY17	\$ 12,515,907	\$ 10,923,298	\$ 1,592,609	\$	-	\$ 1,592,609
FY18	\$ 11,847,773	\$ 10,795,733	\$ 1,052,040	\$	\$	\$ 1,052,040
					\$	\$ 6,985,458 total carry-
					\$	\$ 6,634,726 plant fund
					\$	\$ 678,934 Akron swe
					\$	\$ <u>14,299,118</u> TOTAL to A

10/11/18
 10/11/18
 10/11/18
 10/11/18

ifer outs was a continual, gradual build up of carry-over over years. This caused us to look like we were in the red upon closing, however, it we

over to Akron since FY14
to Akron FY18
pt sales accounts end of FY17
Akron since FY14

is not the case. Carry-over is not looked at as revenue which is why it isn't included in the total revenue.



Wayne College Organization

Wayne College

1. Dean of Wayne College (Jarrod Tudor)
 - a. Administrative Assistant, Senior (Ann Martin)
 - b. Assistant Dean Student Success (Gordon Holly)
 - i. Regional Campuses
 1. Director
 2. Director
 3. Director
 - ii. Director, Athletics (Dave Rubens)
 - iii. Director, Accessibility Services
 - iv. Director, Smucker Learning Center (John Maroli)
 - v. Manager, Student Services (Barb Caillet)
 - vi. Manager, Academic Advising (Wendy Cundiff)
 - vii. Coordinator, Student Activities (Jackie Ashbaugh)
 - viii. Coordinator, Admissions
 - c. Associate Dean of Instruction, 10 hours (Colleen Teague)
 - i. Director of Instruction
 - ii. Full Time Faculty
 - iii. Coordinator of Academic Affairs
 1. Part-time Faculty
 - d. Associate Dean of Instruction, 10 hours (Heather Howley)
 - i. Institutional Researcher (Chuck Kandiko)
 - ii. Library Director (Maureen Lerch)
 1. Public Service Librarian (Lisa Nagy)
 2. Library Associate, Senior, 10-month (Tina Kilcullen)
 3. Library Associate, Senior, part-time (Stephanie Livengood)
 4. Library Assistant, part-time (Sarah Mullins)
 - e. Director Business Operations and Budget (Amy Haynes)
 - i. Department Cashier, Senior (Amanda Carmany)
 - ii. Technical Support Services
 1. Department Computer Support Assistant (Bill Fisher)
 2. Computer Lab Support Specialist (Tom Hammond)
 3. Dan
 4. Jimmy Magyar
 - iii. Campus Police
 1. Brian Moore
 2. Curtis Wright
 - iv. Facilities Manager (Allen Darr)
 - f. Director, Development (Kevin Engle)
 - g. Manager, Community Relations (Traci Carmony)

UA Divisions

1. Dean of Wayne College (Jarrod Tudor)
 - a. Director, UA Adult Focus
 - b. Account Executive, UA Solutions
 - c. Professor Instructor UA Developmental Programs