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

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 as well as meeting exercise rooms and equipment, and a our service as the educational and cult and many organizations rely on the W 2022, in partnership with Cleveland C certification program in which student 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

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.

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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 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 Stch war, he

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 P

opportunities are linked through an RSS feed. Onsite degree coordinators also assist with clinical

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 processmcampwsdwinls-ms(u)2d-2 (m)-3 (e)8 (nt0.8 Tc 0.0

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.

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