

THE UNIVERSITY OF AKRON WAYNE COLLEGE

GOVERNANCE DOCUMENT

I. Introduction

A. Status

Wayne College is a public regional campus of The University of Akron. It is authorized by the State of Ohio through the Ohio Board of Regents and The University of Akron's Board of Trustees.

B. Mission

It is the mission of Wayne College to provide high quality, affordable and accessible credit and non-credit education opportunities to the citizens of Wayne, Medina, and Holmes counties and surrounding areas, and to be a partner with and a resource for the communities and organizations it serves.

Goal 1 – The college will maintain its commitment to extending educational opportunities to all who can profit from post-secondary education.

Goal 2 – The college is committed to quality teaching and the creation of a learning environment that is conducive to the intellectual growth and maturation of students.

Goal 3 – The college is committed to helping each student grow and develop as an individual so that he/she may obtain the knowledge, skills, and attitudes necessary to begin or continue their life's work.

Goal 4 – The college is committed to providing quality, dynamic educational programs that are responsive to community and students needs.

Goal 5 – The college is committed to a partnership with its service area to foster economic development, provide cultural enrichment programming, and develop program planning that reflects community need.

Goal 6 – The college is committed to ensuring an organizational climate for all personnel that supports scholarship, recognizes the worth of individuals, and encourages the professional growth of each person.

Goal 7 – The college is committed to maintaining a safe, effective and attractive learning environment for its students.

C. Vision

The University of Akron's Wayne College believes in...

- the power of education to change lives
- the importance of engagement with the community
- shared, participatory governance
- the importance of continuous improvement
- the worth of every student and every colleague
- the challenge of excellence
- the ideals of a democratic society

The University of Akron's Wayne College values...

- integrity
- respect
- honesty
- service
- diversity
- commitment

- responsibility
- teamwork
- excellence

The University of Akron's Wayne College vision...

Wayne College will be recognized as a center of excellence for lifelong learning and community engagement. It will be acknowledged for the high quality of its teaching, its programs, and its services; and, while it maintains state-of-the-art technology and facilities, it will continue to provide a teaching-learning environment in which "Where the student comes first" remains as the chief guiding principle.

D. History of Shared Governance

During August, September, and October of 1995, a series of individual meetings took place between the Dean of Wayne College and every full-time employee. The Dean, with the help of several senior administrators and faculty, developed a governance structure and submitted it to the College for approval in late fall of 1995. This structure was to be a start at shared governance and it was understood that the structure was to be refined further as the College gained more experience with governance. This document includes all refinements to this date.

II. Purpose

Shared governance encourages all stakeholders of the College to actively participate in the decision-making process. Thus, shared governance seeks to empower all levels of the institution to voice concerns, present proposals for change, and express opinions. Shared governance serves to create an atmosphere of trust, respect, and community responsibility.

III. Structure

A. Role of the Dean

As chief administrator for Wayne College, the Dean is the ultimate recipient of recommendations produced through the Shared Governance process. In this way, the Dean's ability to manage the College is greatly enhanced. The Dean also is a participant in the Shared Governance process through standing membership on the Strategic Planning and Budgeting Committee and by presiding over the monthly College meetings, where recommendations are presented. When appropriate, recommendations are presented to the Sr. Vice President and Provost, the President and/or the Board of Trustees of The University of Akron.

B. Wayne College Community Council

The Dean also meets no less frequently than six times a year with the Wayne College Community Council. This group is composed of civic leaders representing the College's service area of Wayne, Holmes, and Medina counties. It is the mission of the Community Council to review and provide input regarding those recommendations the College proposes to make to the University's Board of Trustees or to other appropriate authority in areas including, but not limited to, course delivery, range of services, budget development and administration, community outreach, and joint initiatives. In addition, the Community Council will work with the College in areas such as strategic planning, local policy development, and cultural programs.

C. Strategic Planning and Budgeting Committee

The mission of SPBC is to advise the Dean of Wayne College in the development, monitoring, and revision of the College's budget and strategic plan in terms of goals, objectives, strategies, and measures. The Committee will make every effort to elect a chair from current members who have at least one year of service on SPBC. The elected member will serve as chair for one year. Membership is composed of elected representatives from the Assessment, Campus Facilities, College Well-Being, Enrollment Management, Faculty, Technology Committees and a student representative nominated by Student Senate. The Dean, Associate Dean, Sr. Director of Student Life and Enrollment Management, and Sr. Director of Business Operations and Finance will be standing members.

Sub-committees of SPBC are Budget, Continuous Improvement, Governance, and Planning. Membership consists of current SPBC members and other College employees who volunteer or are invited to participate.

D. Committees

Standing committees include the following: Academic Affairs; Assessment; Campus Facilities; College Well-Being, Community Council; Enrollment Management; Faculty Student Senate; and Technology. Other committees may be formed on an ad hoc basis as needed. (See Appendix A, Flow Chart)

1. Mission, Charge, Goals, and Vision

Academic Affairs

Mission:

The mission of the Academic Affairs Committee is to lead and monitor Wayne College's academic programming and recommend those changes necessary to ensure its integrity, quality, and currency.

Charge:

- Oversee curriculum design
- Manage and articulate curricula
- Facilitate delivery of instruction
- Facilitate development of educational partnerships
- Facilitate developmental programs
- Facilitate Continuing Education and Workforce Development Programs
- Foster and encourage new curricula

Goals:

- Act as an interdisciplinary forum for the discussion of academic policies, procedures, and issues as well as new program or instructional ideas

- Review and discuss all new program proposals, program changes, curricular revisions, forwarding its recommendations to the faculty for approval
- Evaluate the completeness of program reviews performed each year
- Recommend to faculty and administration essential changes in college academic policies and procedures
- Suggest and implement, in concert with the Faculty Development Committee, appropriate academic and instructional innovations
- Advise the Office of Academic Affairs and serve as a liaison with comparable groups on The University of Akron campus in the implementation of policy, program, and curricular changes

Vision:

The Academic Affairs Committee will be recognized by college and

University colleagues as maintaining quality and advancing the development and implementation of new courses and programs as demanded by an evolving academic and professional world. Providing state-of-the-art knowledge, skills, and technology. Wayne College will prepare students to succeed in their chosen professional environments.

Assessment

Mission:

The mission of the Assessment Committee is to ensure that Wayne College accomplishes its educational purposes as demonstrated by effective, on-going assessment activities.

Charge:

- Lead instructional personnel in assessment plan implementation and evaluation
- Serve as a clearinghouse for ideas, questions and communications about academic assessment

- Provide resources and training for successful assessment implementation including sponsoring speakers, workshops and seminars
- Assist Academic Affairs Committee with program review as it relates to academic assessment
- Work with General Education Subcommittee (GES) on academic assessment issues
- Establish and maintain a tracking system to collect and analyze academic assessment data
- Work with Office of Academic Affairs to organize and summarize all changes that result from academic assessment implementation
- Motivate and encourage all members of the college community, including the student body, to value academic assessment of student learning
- Create opportunities for sharing academic assessment activities at the program level

Goals:

- Represent actively all personnel involved in assessment of student learning
- Provide extensive resources, feedback and assistance for effective academic assessment
- Facilitate successful academic assessment implementation at all levels—courses, programs and college
- Facilitate effective on-going communication with Akron campus
- Provide continuous evaluation of the academic assessment plan and its revisions
- Obtain campus-wide recognition of the importance of academic assessment activities
- Achieve 100 percent participation in academic assessment implementation

Vision:

The Assessment Committee will assure that there will be continuous evaluation of the academic assessment plan and campus-wide recognition of the importance of academic assessment activities with 100 percent participation in implementation

Campus Facilities

Mission:

The mission of the Campus Facilities Committee is to add value to the college and community by promoting a clean, professional, appealing and safe environment that is conducive to learning.

Charge:

- Recommend campus building and groups improvements
- Serve as a communication liaison for facility related issues
- Address environmental concerns, physical needs and facility usage

Goals:

- Develop positive and accurate communication with members, other committees and administration
- Compile a "Wish List" of facility needs
- Prioritize the "Wish List"
- Assist in seeking sources of funding to complete the projects
- Create a written implementation plan for each project that assigns a coordinator
- Work with SPBC to establish a separate account to earmark funds for each project
- Establish committee member terms to support information transfer and continuity

Vision:

The Campus Facilities Committee will have a positive and significant impact on the learning environment that supports the mission of Wayne College. The Committee will promote an appreciation and understanding of how physical facilities affect learning. The Committee will be an advocate for a clean, safe, effective learning environment that adds value to the school and be proactive in promoting a physical facility that adapts to effective teaching and learning strategies. The Committee will strive to develop proactive ways to obtain feedback and actively benchmark our institution to other successful learning environments.

College Well-Being**Mission:**

The College Well-Being Committee's mission is to promote community, cooperation, communication, and continuity among the various constituencies of Wayne College.

Charge:

- The orientation of new employees
- The development, organization, and promotion of workshops on a range of well-being topics
- Convening a meeting of the individual employee groups and the Dean at least once per semester
- The organization of events such as fundraisers for the Faculty-Staff Scholarship, picnics for first and last College meetings, etc.

Community Council

Mission:

It is the mission of the Wayne College Community Council (WCCC) to review for approval, and provide input regarding, those recommendations the College proposes to make to the University's Board of Trustees or to other appropriate authority in areas including, but not limited to, course delivery, range of services, budget development and administration, joint initiatives, and community outreach. In addition, the WCCC will work with the College in areas such as strategic planning, local policy development, and development of cultural programs. It will also advocate for the College within the service area and otherwise as appropriate.

Charge:

- Enhance the image/perception of the College within the community
- Attract individuals and groups to campus
- Enhance the community's understanding of and appreciation for the College's mission, resources, and capacity
- Advise the College of community/business needs
- Advise the College of community perceptions
- Suggest to the College courses of action for programmatic and marketing initiatives

- Provide community viewpoints on programs and services at the College

Goals:

- Facilitate a strong communication link between the community and the College
- Involve council members, individually and collectively, to provide significant impact in advising the College on strategies for pursuing its mission
- Establish and maintain a relationship between the community and the College that mutually benefits both

Vision:

As the most formal and visible link between the College and its service area, the Community Council will be the primary group responsible for ensuring that 1) the developing needs of the community are understood and being addressed by the College, and 2) the opportunities available at the College are communicated to and understood in the community. The Community Council will be a collection of well-qualified men and women who truly believe that the students 'come first' and will bring to their work a blend of personalities and experiences that will have an impact on both the College and the community. The Council will, thereby, help to make Wayne College an acknowledged center of excellence.

Enrollment Management

Mission:

The mission of the Enrollment Management Committee is to assist the entire college community in determining, achieving, and maintaining the desired level of enrollment through innovative and creative recruitment activities and retention programs aimed at assisting students in reaching their academic goals.

Charge:

- To monitor and coordinate student activities, enrollment management, retention, and support services

Goals:

- Review new student orientation in light of increased enrollment numbers
- Explore the viability of initiatives such as
 - One-day assessment and registration
 - Adult recruitment plan
 - BOOST
 - On-line advising
- Identify support services needs at off-campus sites
- Collaborate in the formation of a student activities plan
- Develop an assessment plan for student services
- Explore why numbers of applications are up but yield (percentage of students who enroll) is down
- Review historical data

Vision:

The Enrollment Management Committee will be recognized by the entire College community for its leadership in recruitment, retention, and student development activities. The Committee will collaborate with all college constituencies in determining, achieving, and maintaining the desired level of enrollment. This will be achieved through planning, assessment, analysis of data, creativity, and teamwork.

Faculty

Mission:

The Faculty Committee provides a forum in which faculty and professional issues can be addressed in an atmosphere conducive to academic productivity and collegiality.

Charge:

- Research and respond to faculty needs and concerns
- Work with and at the direction of Administration on issues pertaining to faculty
- Collect agenda items for faculty meetings
- Organize faculty meeting agendas and accompanying materials; distribute to faculty in a timely manner
- Provide structure and chair for faculty meetings

Goals:

- Well-run and productive faculty meetings

- Productive, collegial atmosphere among faculty
- Cooperative, effective relationship with all College associates

Vision:

The Faculty Committee will provide a forum by which faculty initiatives, concerns, and/or grievances can be addressed, thus facilitating faculty harmony, governing efficiency, and College commitment to academic excellence.

Marketing

Strategic Planning and Budgeting

Mission:

The mission of the Strategic Planning and Budgeting Committee is to advise the Dean of Wayne College in the development, monitoring, and revision of the College's budget and strategic plan in terms of goals, objectives, strategies, and measures.

Charge:

- Develop procedures for strategic plan updates and changes
- Make Wayne College's stated "Values" operational
- Identify institutional research needs
- Assess and implement Wayne College technology plan
- Recommend restructuring initiatives
- Recommend human resource additions and modifications
- Recommend facilities modifications and/or enhancements
- Formulate and recommend the budget for the Academic Year
- Assess periodically the effectiveness of Committee operations
- Provide a forum for the open exchange of ideas, opinions, and reactions
- Ensure open communication between and among committees and individuals
- Support appropriate advancement activities

Goals:

- Ensure an interactive, democratic, open budgeting and planning process
- Produce a balanced budget which supports the approved goals of the College
- Consider fully and process carefully recommendations received from the College community
- Facilitate a comprehensive review and update of the strategic plan

Vision:

SPBC will exemplify and practice the principles of democracy, shared leadership, and interactive, productive, respectful communication. The Committee will work to insure the effectiveness and fairness of governance procedures and will strive to maximize the use of available financial resources to meet the needs and goals of the community of learners at Wayne College. Wayne College will model “best practices” for similar colleges regionally and nationally and support positive changes to our own structures and procedures as the College continues to evolve and change.

Budget Subcommittee

Mission:

Maintain the fiscal health of the College and provide the necessary funds so that the College can satisfy its mission and meet its goals.

Charge:

- Maintain the College’s current year budget
- Develop the future year’s budget in an open and inclusive environment for recommendation to PPBC and the College
- Maximize the use of our financial resources for the betterment of the College, its students, and employees
- Ensure the integrity of the budget process

Goals:

- Create a balanced budget in a timely manner
- Achieve an appropriate year–end balance

- Create a balanced budget that is supported by the College community

Vision:

The Budget Subcommittee of SPBC will strive to maximize the use of the available financial resources to meet the needs and goals of the community of learners at Wayne College.

Continuous Improvement Subcommittee

Mission:

Working with the entire College community, the SPBC Continuous Improvement Subcommittee will provide the guidance, training, and tools necessary for the College's pursuit of excellence through the continuous improvement process.

Charge:

- Guide the continuous improvement process for the College
- Initiate process analysis training
- Develop resources and training in the use of analysis tools
- Provide input regarding strategic planning
- Maintain effective communication networks within the College regarding continuous improvement activities

Goals:

- Defined critical systems and processes within the College
- Effective and functioning Process Improvements (P.I.) Teams
- A "Report Card" that measures progress in performance indicators
- Integrated continuous improvement principles and practices throughout the College

Vision:

The Continuous Improvement Subcommittee of SPBC seeks to create and maintain an

organizational culture of collaboration in pursuit of continuous improvement.

Governance Subcommittee

Mission:

The mission of the Governance Subcommittee is to advise the Strategic Planning and Budgeting Committee in the development and revision of Wayne College's structure for shared leadership and governance.

Charge:

- Respond to directives of SPBC as they relate to shared governance
- Refine and enhance the governance process
- Craft amendments to the governance document and cycle them through the process
- Educate stakeholders on the governance process
- Encourage involvement of stakeholders
- Review the governance document annually

Goals:

- Engage the College community in governance
- Develop, review, and update a governance document that reflects input from all stakeholders
- Foster trust and respect among stakeholders
- Facilitate effective communication among stakeholders

Vision:

The Governance Subcommittee will work to ensure the overall effectiveness and fairness of governance procedures at Wayne College. It will model "best practices" and support positive changes to the governance structure and procedures as the College continues to evolve and change.

Planning Subcommittee

Mission:

It is the mission of the Planning Subcommittee of SPBC to work with the Dean and the governance system to develop, monitor, and revise as necessary the College's vision statement and its strategic plan.

Charge:

- Facilitate the development of strategic planning and the vision statement
- Monitor strategic planning and the vision statement
- Facilitate the revision of strategic planning and the vision statement
- Engage all College stakeholders in strategic thinking and vision development

Goals:

- A strategic plan and vision statement that reflects input of all stakeholders
- A strategic plan and vision statement that directs and motivates the College
- An ongoing strategic plan and vision review process

Vision:

The work of the Planning Subcommittee will be integrated into the daily work of the College so that visioning, long-range planning, and short-range planning will be a part of the 'regular business' at Wayne. The College's Vision Statement and its Strategic Plan will be widely distributed and actively consulted when decisions and plans are made, and the Planning Subcommittee will assist in and facilitate that process. It will also regularly monitor and (with the rest of the College) refresh and renew these documents. As a result, Wayne College will be recognized as a center of excellence in visioning and strategic planning.

Student Senate

Mission:

The mission of the Student Senate of The University of Akron's Wayne College is to secure the student self-government for present and future student bodies, to express the opinions of the student body on all matters of interest, and to contribute to the educational objectives and the welfare of the College community.

Charge:

- Conduct and regulate student elections
- Develop and maintain Wayne College traditions
- Request end of the year reports from organizations and/or clubs

Goals:

- Represent the student body
- Contribute to the community
- Advise the College of student body opinion

Vision:

The Student Senate will continue to be an active part of the Wayne College community by participating and giving input when necessary to expand the excellence in activities and education.

Technology

Mission:

The mission of the Technology Committee is to serve as a forum to coordinate and facilitate the activities regarding adoption of new technology among College constituents.

Charge:

- Assist the Director of Computing Services and Multi-Media Support Specialist in formulating a budget that addresses the technological needs of the institution.
- Review, revise, and adjust the College's technology plan annually
- Formulate and direct proposals to the Strategic Planning and Budgeting Committee that implement the College's technology plan

Goals:

- Ensure availability of up-to-date technology to improve the teaching and learning environment
- Assist in providing a learning environment accessible to students in both traditional and alternative methods of delivery
- Assist in implementing professional development opportunities related to Information Technology
- Promote effective use of technology and multi-media equipment throughout the College

Vision:

The Technology Committee will ensure that Wayne College incorporates new technology to enhance all facets of its operation to accommodate the ever-changing needs of our students and community.

2. Committee Responsibilities

- a. Committee agendas are to be published via e-mail and posted in the mail room.
- b. Each committee will solicit agenda items from the entire College community each September.
- c. Minutes for all committee meetings are to be taken and published in a timely fashion in Common Currency.
- d. Each committee is to publish a year-end report of activities and member attendance in Common Currency.
- e. Each committee should write a mission and vision statement for their committee in support of the College's vision.
- f. Each committee should be involved in budget development with corresponding functional area (i.e. Technology Committee with Computing Services).
- g. Committee decisions are to be achieved by consensus.

3. Committee Membership and Selection

- a. Committee membership is one way for an employee to achieve College service.
- b. Membership on committees will be determined in the spring of each year. The Office of the Dean is in charge of soliciting committee members each spring with the roster being distributed at the May College Meeting.

- c. SPBC representatives will be elected for two-year terms as follows: odd years–Assessment, College Well-Being Faculty, Technology; even years–Academic Affairs, Campus Facilities, Enrollment Management. It is recommended that SPBC representatives and committee chairs be elected after the May College Meeting. SPBC representatives and committee chairs may be the same person, but it is not required.
- d. Typically, membership on standing committees will be limited for three consecutive years (excluding the member with budget authority).
- e. Persons with budget authority are to be standing members of each committee.
- f. The membership on College committees consists of volunteers and appointees with the exception of the Faculty Committee, whose members are elected from the faculty; and College Well-Being. This committee will have seven (7) members including one Contract Professional (the campus CPAC representative), two staff members (one member will be the campus SEAC representative), two full-time faculty members (one each from Technology and General Education), one adjunct faculty member, and the Administrative Assistant serving as campus Human Resources representative from the Office of the Associate Dean.
- g. Each committee shall have no more than nine (non-student) members.
- h. Committees are encouraged to consider students as members. At the request of a standing committee, Student Senate will recommend a student (membership on Student Senate not a requirement) to serve.
- i. The President of Student Senate or his/her designee will serve as the student representative to SPBC.

IV. Decision-Making Process

- A. The decision-making process is dynamic and allows for changes and refinements. Issues of concern and proposals for change can be initiated by any member of the College community.
- B. Concerns – to facilitate appropriate action and/or response it is recommended that issues of concern be presented to the chair of SPBC.
- C. Proposals for change can be initiated by any member of the College community or committee and presented to SPBC. To determine if a Proposal Request Form is necessary, consult with the chair of SPBC.

The components of the Proposal Request Form include:

1. A description of the proposal
2. A list of stakeholders - who they are, their reactions
3. A rationale for the proposal
4. A description of how this supports and benefits the College in relation to the Strategic Plan, OBR Service Expectations, etc.
5. An estimate of projected costs
6. A determination of funding sources

D. SPBC's Role

1. Concerns/Proposals are submitted to SPBC, and key stakeholders are invited to the meeting by the Chair of SPBC when a concern or proposal is discussed.
2. SPBC will:
 - a. Support and refer to appropriate individual/committee for implementation OR
 - b. Support and refer to the Dean for submission to the College for a vote OR
 - c. Support for further development OR
 - d. Not support the concern/proposal
3. All SPBC decisions will be reported to the College at the subsequent College Meeting

E. College Meetings

Meetings are held on a monthly basis during the academic year. Minutes and attendance are kept and distributed along with the agenda one week (if possible) prior to the meeting. Following opening announcements and remarks, committee chairs give a report of each committee's activities. Proposals requiring College approval are presented by the chair of SPBC. Proposals that SPBC does not support are also presented. If there is strong interest in a concern/proposal, the College can request that SPBC investigate further and reconsider it. In the absence of College meetings during the summer months, the administration attempts to respect the philosophy of shared governance by consulting with appropriate stakeholders while continuing to conduct the business of the College.

College Meeting Minutes

The Dean's Office will be responsible for:

1. Receiving reports, recording, and distributing the minutes.
2. All committee reports must be submitted to Phyllis Wiebe via e-mail prior to the College Meeting (if possible).
3. All committee reports presented at the meeting but not received by Phyllis will be noted as "no report submitted" in the minutes.
4. Items presented under "New Business" must be submitted in the same fashion as committee reports.
5. In the event of illness or vacation, a name will be drawn from the list of ALL full-time employees and that person will be responsible for recording the following at the college meeting: a) attendance (making sure there is a sign-up sheet), b) announcements, c) Dean's Comments, d) results of any votes. This report is to be submitted to Phyllis within two weeks of the meeting.
6. The recorder's name will not be placed back in the rotation for three academic years. New full-time employees will be added as they are hired.

V. Appendix