



ARIZONA WESTERN COLLEGE

# Growing Our Communities Strategic Plan 2025

*(Status Report Fall 2019)*

[azwestern.edu/strategy](http://azwestern.edu/strategy)

# ***Thank you for your interest in the AWC Strategic Plan 2025***

This booklet is a reflection of hundreds of hours of cross-functional collaboration of our colleagues from faculty and staff over the past many months. We are inspired by the thoughtful, purposeful work illustrated here, all driving to the common goal of creating thriving communities, eliminating poverty, and serving our students.

Many institutions work diligently on one or two initiatives of this magnitude. Our teams are pressing ahead on 19 different objectives, many of which have evolved along the way. It's amazing what you learn about yourself and your work as you dig in and research best practices, emerging trends, and your own student data.

We are grateful for the support of our leadership, beginning with the AWC District Governing Board, and AWC President, Dr. Daniel Corr.

There is much to celebrate in this work, part-way through our planning cycle. There is also still a lot of work to be done. We send our deepest appreciation to the folks who are championing this work across our district. Thanks for staying curious, for asking tough questions, and for always keeping our Student Experience Statement front and center.

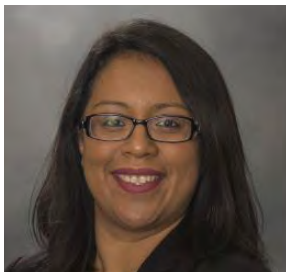
It has been a pleasure to be part of this work with you.

Sincerely,

Strategic Planning Tri-Chairs



**Lorraine Stofft,**  
*Vice President  
for Advancement*



**Biridiana Alegria Martinez,**  
*Admissions, Recruitment  
& Outreach Coordinator*



**Dr. Ellen Riek,**  
*Professor of English*

# *Mission*

Transforming lives through education and partnerships to create thriving communities

# *Vision*

Cultivating generations who value knowledge, foster independence, eliminate poverty, and create vital, equitable and sustainable communities

# BIG HAIRY AUDACIOUS GOAL

## B.H.A.G.

**Double the rate of earned baccalaureate degrees in La Paz and Yuma Counties by 2035.**

*Progress to date:*

**\$25 Early College Tuition** creates a college-going culture by encouraging academically-prepared students 18 and under and still in high school to take a college class and get ahead on their higher ed path. Research shows that when a high school student successfully completes at least 2 college classes their chances of going to college and completing increase dramatically. AWC's Early College Tuition has been widely embraced by K-12 leaders and the students in this age range attending AWC has nearly tripled in number.

**La Paz Promise** brings the idea of zero-cost community college completion to the students of La Paz County through a reimbursement-upon-completion program. High School graduates of the class of 2019 who sign a Promise Commitment form and enroll full time at AWC, and who subsequently complete their transfer degree within five semesters can be reimbursed for any out-of-pocket expenses. Students are required to complete the Free Application for Federal Student Aid (FAFSA) as one of the steps. The portion of tuition that qualifies for reimbursement is any amount not covered by third party scholarships, PELL grants, or AWC Foundation scholarships.

**Yuma Promise** replicates the La Paz Promise for graduates of the class of 2020 with one specific twist: students must transfer to a state university partner (NAU-Yuma, UA-Yuma or ASU@Yuma) in Yuma County (or entirely online) to qualify for the reimbursement.

# *Strategic Planning and Budgeting*

The budget is the fiscal representation of the Strategic Plan. Here are some ways the college has invested in the work of the Implementation Teams to date.

1. Professional Development and Travel – the following teams attended training or professional development this year in support of strategic planning work:
  - a. **Open Educational Resources** – training and boot camp
  - b. **Guided Pathways** – team conference travel, training, Arizona state convening
  - c. **Wrap-Around Services** – team conference travel, NABITA training, First Generation training
  - d. **Economic Growth** – team travel to peer community college district
  - e. **Interdisciplinary Programs** – team travel to peer community college district
  - f. **Shared Governance** – presentation at a regional conference
  - g. **Prior Learning Assessment** – team travel to a national conference
  - h. **Strategic Transformation training** – team travel to Alliance for Innovation and Transformation conference
2. Staffing: Associate Dean of **Centralized Scheduling** – for the first time this position will help the college build a coordinated central class schedule to aid student completion
3. Staffing: Director of **Open Educational Resources (OER)** – this faculty-release position will research best OER practices, assist faculty with developing OER materials for their classes and create plans for the college to reach its goal of 50% of classes offering OER materials by 2022. Designed to replace high-priced textbooks, OER materials are defined as costing \$40 or less.
4. Staffing: Director of **Guided Pathways** – this position will work across departments and divisions to help create a systemic method for all students to achieve success, understanding their path to degree completion
5. Stipends: Faculty participated in Friday work for the Disaggregated Data Party to support **Guided Pathways** and other objectives
6. Stipends: Faculty piloted **Open Educational Resources** development over the summer

# *AWC Strategic Plan Objectives*

**Agility – Cultivate an agile culture and institutional model that strengthens the future of AWC and the region**

- Shared Governance
- Sensible Work Flows
- Cross Training
- Professional Development

**Technology – Improve student success by leveraging technology that personalizes the student experience and increases organizational effectiveness**

- IT Audit Remediation
- Tech Literacy
- Student Services Automation
- Enriched Technology\*

**Accessibility – Eliminate cultural, financial, time and place barriers to education**

- Guided Pathways
- Data-driven class schedule
- HS Outcomes Articulation\*\*
- Wrap-Around Services
- Open Educational Resources (OER)
- Resources Management

**Prosperity – Grow and sustain academic programs that leverage our competencies, fuel economic growth and position graduates for prosperity**

- Guiding Principles of Learning (GPL)\*\*\*
- Prior Learning Assessment
- Economic Growth & Academic Program Development\*\*\*\*

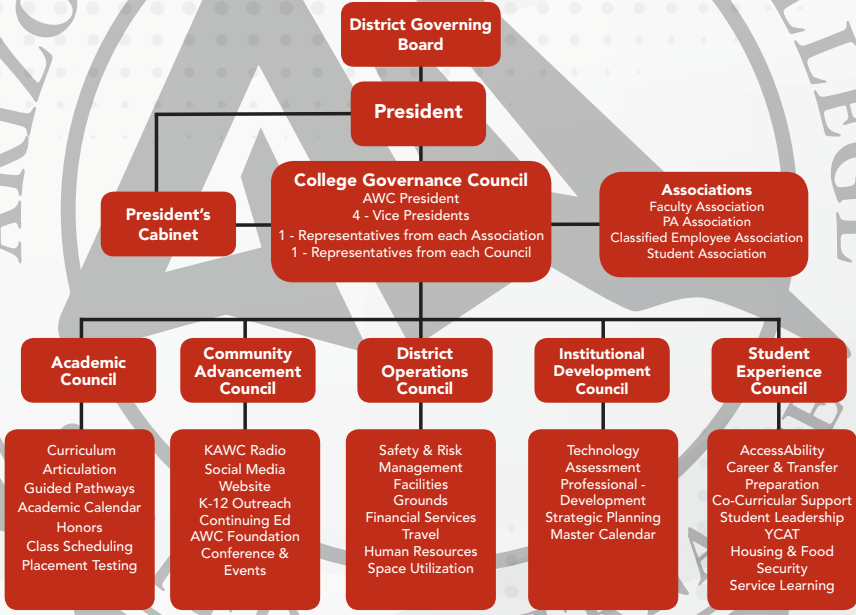
*\*Merged Tech Rich Environment & Tech in Teaching to Enriched Technology*

*\*\*Changed from HS Readiness*

*\*\*\* Changed from Institutional Learning Outcomes (ILO)*

*\*\*\*\*Merged Interdisciplinary Programs & Economic Growth*

# ARIZONA WESTERN COLLEGE SHARED GOVERNANCE VISUAL



# Professional Development

**Strategic Direction:** Agility

**Objective:** Create and fund a professional development model to grow bench strength and assist with succession planning. (Jan 2020)

## Milestones

- Reviewed and compiled notes from initial meetings back in Jan-April 2018
- Scheduled meeting for 10/3/19 of employee group leaders and HR to discuss initial phases of objective.

## Emerging Needs

- **Budget** – as we identify current resources and the increased resources needed for future implementation and sustainability of model
- **Communication** – would like to create a central website that houses professional development archives, opportunities, association memberships and benefits, and learning module tracks for different employee groups/levels
- **Technology** – several HR training and professional development consulting firms exist. Would like to schedule demos and presentations from at least two organizations to discuss benefits

## Determining team success

- Review and discuss at least 3 models from similar institutions
- Develop list of critical components that the model should include
- Engage at least 5–10 more employees to participate on the subcommittee and in the development of the model
- Develop templates for assessing individual employee professional development goals
- Work with individuals who have traveled in the past 3 years to present at the upcoming PDD in February 2020



# *District Resources*

**Strategic Direction:** Accessibility

**Objective:** Allocate appropriate resources to meet the growing community and educational needs in South County and other district priorities as identified by the Facilities Master Plan. (Jan 2025)

## **Milestones**

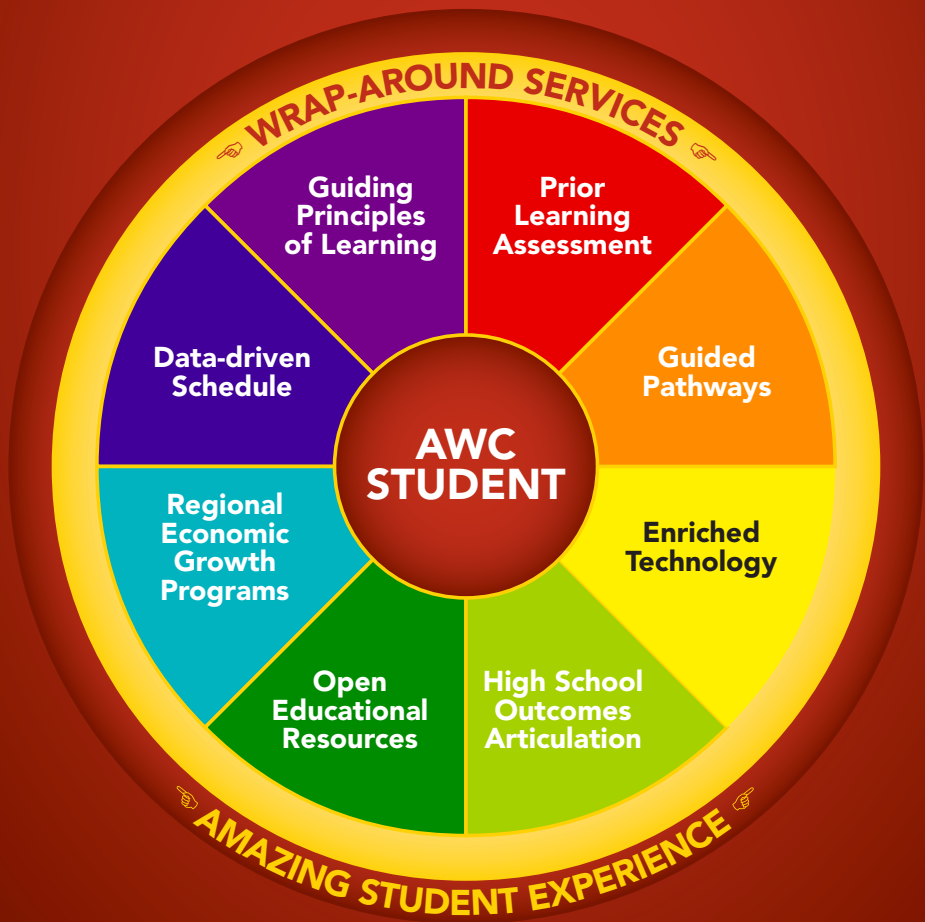
- Created a diverse committee, researched past data, created 3 strategies and 3 priorities for facilities, created survey, finalizing presentation and justification for 3 priorities.

## **Determining team success**

- Complete presentation and submit for review. We will then wait for the college to let us know how to continue working towards our facilities goals.

# Taste of the **FUTURE**

*On October 23, 2019, the college community gathered at the Taste of the Future to learn about the 9 Strategic Objectives most closely associated with creating an amazing Student Experience.*



# Prior Learning Assessment

**Strategic Direction:** Prosperity

**Objective:** Explore learning processes to obtain credits based on experience, skills, and prior learning. (July 2019)

## Milestones

- Identified statewide partners as a resource for establishing effective policies, practices, and partnerships for Prior Learning Assessment (PLA)
- Attending the Council for Adult and Experiential Learning (CAEL) Conference in November of 2019
- Design a PLA Specialist/Coordinator position to manage
  - PLA requests (start to finish)
  - PLA grievances
  - PLA evaluator internal/ external searches
  - Responsible for state-wide maintenance of website and state-wide PLA meetings
  - Training of faculty and staff
  - Research PLA ongoing opportunities
  - Develop a robust campaign for College Credit Pathway for individuals not enrolled in school or have not received a high school diploma, but are working professionals in the community

**Fun Fact:** There are currently 3 AWC programs accepting PLA: Massage Therapy (LMT), Community Health Worker, Customs and Border Protection Homeland Security.

**Taste of the Future:** Students will be able to...

- Identify 6 or more programs at AWC that accept PLA
- Utilize past experience as foundation and accepted credit for academic future



**Prior  
Learning  
Assessment**

# Guided Pathways

**Strategic Direction:** Accessibility

**Objective:** Research and adopt a Guided Pathways model that aligns with AWC student & community needs. (approved November 2018)

## Milestones

- Participated in inaugural AZCSS convening on Pathways
- Established a Pathways Charter Team
- Developed Meta-Majors (Majors for Matadors)
- Hosted Disaggregated Data Party
- Developing Success Course & Capstone Course curriculum
- Appointed Interim Director of Guided Pathways

**Fun Fact:** Yuma Promise Students entering AWC Fall 2020 will be the first Pathways cohort!

**Taste of the Future:** Students will be able to...

- Identify a Meta-Major
- Explore majors and careers in a Success Course (semester 1)
- Follow a 4 semester recommended course sequencing plan
- Determine and prepare for a transfer degree or career path
- Meet with experts in the field/obtain internships
- Complete university/scholarship/job applications
- Develop an e-portfolio of materials demonstrating their academic work



Guided  
Pathways

Taste of the **Future**

# Enriched Technology

**Strategic Direction:** Technology

**Objective:** Deliver upgraded technology that reflects best practices in teaching and learning and supports an enriched student experience

## Milestones

- Upgrading our network infrastructure to ensure uninterrupted services to students, faculty, and staff
- Replacing an older server environment to provide stability with systems and services
- Upgrading indoor Wi-Fi to expand our coverage area (outdoor coverage improvements slated for next summer)
- Providing kiosks at busy points around campus for student use

**Fun Fact:** AWC will enter the wildly popular Esports arena this year, first as a club team and then as a full NJCAA competitive team, merging technology, student activities and athletics.

**Taste of the Future:** Students will be able to...

- Moving to a BYOD environment to ensure that all students have access to needed technology
- A standard approach to the use of our LMS to provide a similar experience in each class with access to learning/reference materials, especially as we increase the availability of OER



Enriched  
Technology

Taste of the **Future**

# High School Outcomes Articulation

**Strategic Direction:** Accessibility

**Objective: Original:** Develop partnership with high school district to design and deliver aligned developmental curriculum at the High School level to reduce barriers to college-level courses. (June 2020)

**Revised:** Develop partnership with high school district to articulate student learning outcomes and increase student eligibility, enrollment, retention and success in college-level coursework.

## Milestones

- A subcommittee scan team researched potential models and developed one that could work for AWC
- Select English faculty members examined high school outcomes articulation to our First Year Composition outcomes
- Select committee members and AWC administration met with YUHSD leadership in July 2019
- Committee supports developing access to college-level coursework for those who qualify (i.e., via ACT scores)
- Commit to Fall 2020 collaborative opportunity for YUHSD & AWC faculty partners

**Fun Fact:** In Fall 2020 there will be a minimum of 5 regional high schools offering college-level coursework taught by AWC faculty!

**Taste of the Future:** Students will be able to...

- Explore AWC Pathways while enrolled in regional high schools
- Enroll in AWC prior to graduation
- Prepare for the Yuma and La Paz Promise Programs

High School  
Outcomes  
Articulation

# Open Educational Resources

**Strategic Direction:** Accessibility

**Objective:** Offer open educational resources in 50% of all classes. (July 2022)

## Milestones

- Established a low cost/no cost filter on the Schedule of Classes
- Developed OER Director Position to cull resources, coordinate with faculty
- Created a process and stipend for faculty who apply, participate in OER training, and develop, implement, and assess OER materials
- Faculty Lead attended regional OER conference in Phoenix
- Matthew Bloom, OER Coordinator at Scottsdale CC, led an OER workshop for faculty and staff at AWC in June 2019

**Fun Fact:** There are 64 low cost/no cost course sections offered during the Fall 2019 semester!

**Taste of the Future:** Students will be able to...

- Filter classes based on low cost/no cost textbooks (<\$40)
- Plan for future course sections based on textbook cost
- Save financial aid money



Open  
Educational  
Resources

Taste of the **Future**

# Regional Economic Growth Programs

**Strategic Direction:** Prosperity

**Objective:** Develop and deploy three programs that fit local needs by collaborating with key business and industry partners to create regional economic growth. (June 2020)

## Milestones

- Identified potential CTE program impacting local business and industry community:
  - AAS Manufacturing with stackable certifications
- Task-force members are working with Division Chair of Social Sciences to identify potential program

**Fun Fact:** The manufacturing facilities of the past several decades are now modern, technologically advanced and innovative. Manufacturing jobs are on the rise for the fifth consecutive year.

**Taste of the Future:** Students will be able to...

- Explore programs that lead to local employment and careers
- Integrate 21st century skills & knowledge



Regional  
Economic  
Growth  
Programs

Taste of the **Future**



# Data-driven Schedule

**Strategic Direction:** Accessibility

**Objective:** Develop and implement a multiyear data-driven class schedule that aligns with program offerings and transfer workforce demands to increase enrollment by 5% at all campuses. (June 2020)

## Milestones

- Established a master schedule for Fall 2020/Spring 2021
- Master schedule aligns with YCAT schedule
- 2-year master schedule ready when Pathways Team completes course sequencing
- Master schedule includes Common Hour to conduct college governance
- Summer 2019 schedule created common start times that allow HS students to take classes

**Fun Fact:** AWC now has an Associate Dean of Scheduling!

**Taste of the Future:** Students will be able to...

- Anticipate course availability
- Plan at least 4 semesters in advance
- Enroll in the Yuma or La Paz Promise Programs

Data-driven  
Schedule

# Guiding Principles of Learning Programs

**Strategic Direction:** Prosperity

**Objective: Original:** Develop Institutional Learning Outcomes (ILOs) for all AWC students. (October 2018)

**Revised:** Develop Guiding Principles for Learning (GPLs) for all AWC students. (Approved November 2018)

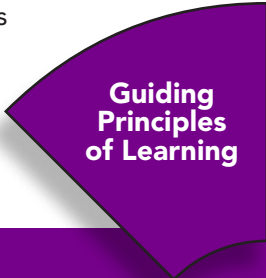
## Milestones

- Faculty, Staff, and Students helped shape the Guiding Principles of Learning
- The purpose of Guiding Principles for Learning is to create common areas of inquiry & practice that characterize the AWC student experience :
  - 1. Aesthetics & Creative Thinking**  
Students will develop an expanded awareness and appreciation of the arts and sciences through the exploration of the human imagination and its expression.
  - 2. Analytical Reasoning & Metacognition**  
Students will think critically and self-evaluate to identify, analyze and solve problems in a variety of situations and areas of study.
  - 3. Collaboration & Inclusion**  
Students will communicate and cooperate in order to respect similarities and differences among diverse perspectives and experiences.
  - 4. Ethical Growth & Wellness**  
Students will act ethically and responsibly in personal, academic, and professional settings and strive to develop overall well-being.
  - 5. Application & Creation of Knowledge**  
Students will apply learning in new contexts and create knowledge in innovative ways

**Fun Fact:** Guiding Principles of Learning became the first achieved Strategic Planning objective!

**Taste of the Future:** Students will be able to...

- Make GPL connections from their Pathways Success Course through their Pathways Capstone
- Identify courses that have helped shape their GPL experiences
- Explain how GPLs contributed to their academic & personal growth



Guiding  
Principles  
of Learning

## Taste of the Future

# Wrap-Around Services

**Strategic Direction:** Accessibility

**Objective:** Develop and deliver “wrap-around” services that accelerate student time to completion. (January 2022)

## Milestones

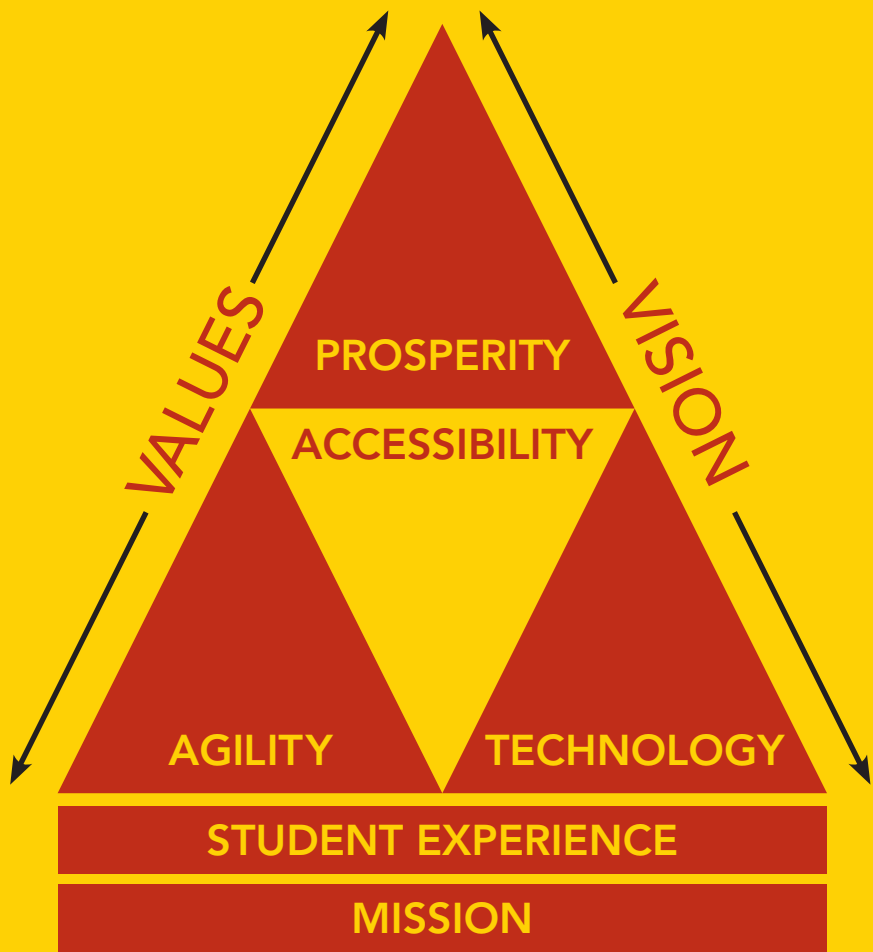
- Task-force to select an Early Alert/Referral model (possibly existing within Colleague)
- Outline how the early alert system will be implemented in the college and who is responsible for it
- Close gaps between systematic issues to promote degree completion
- Collaborate with other strategic planning committees to provide wrap-around services
- Access current AWC processes and identify the gaps and how we can provide a better service or more effective procedures

**Fun Fact:** Wrap-Around Services ties all objectives together in providing students an Amazing Student Experience!

**Taste of the Future:** Students will be able to...

- Receive holistic support that includes academic, career, and personal
- Seek support in a variety of areas and departments
- Successfully stay on Pathway and complete in a timely fashion

# FRAMEWORK



*It is a great day to be a Matador!*



## Student Experience Statement

Arizona Western College commits to delivering an amazing student experience characterized by:

- A connected community within which students are encouraged, challenged and feel they belong;
- Programs developed and aligned with employment opportunities;
- A clear path to success and completion;
- Flexible, accessible services and learning approaches;
- Contemporary technology that supports and enhances the AWC experience

# *Strategic Planning Journey at AWC*

**January 2017** – Strategic Plan Kickoff on campus

**April 2017** – Horizon Symposium to bring the community into the process

**December 2017** – Strategy Review and Community Feedback

**January 2018** – Strategic Plan completed

**March 2018** – Implementation Teams launched

**April 2018** – Strategic Planning Plenary Session

**August 2018** – Implementation coaching and team-building

**December 2018** – Implementation Update Townhall

**January 2019** – Shared Governance Townhall

**May 2019** – Implementation Team Workshop

**September 2019** – Disaggregated Data Party

**October 2019** – Taste of the Future

**November 2019** – Horizon Symposium

**More than 2800 participants helped with the AWC Strategic Plan, including 200 students**



# CONGRATULATIONS TO THE 2019 INNOVATION FUND COHORT

Name	Topic	Allotment
Maria Aguirre	Community on Campus: Downtown Center	\$5,000
Sharon Register)	Power Up the Ramadas	\$19,999
AWC Student Government Association (SGA)	Andale's Pantry	\$10,000
Vanessa Natseway	Adding Calculators Subtracts Barriers	\$13,500
Michelle Thomas	Improving Native American Experience at AWC	\$5,000
Myra Hamilton	Gardening and Mud Kitchen Equipment	\$5,410
Martha Cordova	Peer Mentor for Secondary Education	\$6,000
Kathy Ocampo	Grow Your Own EDU Jumpstart: Parker	\$7,500
Biri Martinez	Women Resource Center	\$10,000
Julie Floss	Art Curiosity's project	\$1,538

*It is a great day  
to be a Matador!*

More about Innovation Fund projects at  
[azwestern.edu/strategy](http://azwestern.edu/strategy)

# District Governing Board

## **Dennis Booth, President**

District #3

## **Maria Chavoya**

District #5

## **Richard Lamb**

District #1

## **Anna Camacho**

District #2

## **Olivia Zepeda, Secretary**

District #4

# Campus Locations

## **AWC Yuma Campus**

2020 S. Avenue 8E  
Yuma, AZ 85365  
(928) 317-6000

## **Alicia Valdez San Luis Learning Center**

1340 N 8th Avenue  
San Luis, AZ 85349  
(928) 314-9449

## **Downtown Center**

1351 S. Redondo Center Dr.  
Yuma, AZ 85365  
(928) 317-6150

## **Marine Corps Air Station Education Center**

Bldg 850, Yuma, AZ 85369  
(928) 317-7605

## **Parker Learning Center**

1109 Geronimo Ave  
Parker, AZ 85344  
(928) 669-2214

## **Parker Community Center**

1109B S. Geronimo Ave  
Parker, AZ 85344  
(928) 669-2214

## **Quartzsite Learning Center**

695 N. Kofa Ave at Quail  
Quartzsite, AZ 85346  
(928) 927-8299

## **Somerton Center**

1011 N. Somerton Avenue  
Somerton, AZ 85350  
(928) 314-9464

## **San Luis Technology Institute**

1135 N. Main St.  
San Luis, AZ 85349

## **US Army Yuma Proving Ground**

Building 501 Education Center  
(928) 328-3926

## **Wellton Learning Center**

28851 County 12th Street  
Wellton, AZ 85356  
(928) 785-4175