

# Arizona Western College

## Strategic Planning Consultant

### Scope of Work

Consultant Proposal Request

Initiated: December 5, 2016

Arizona Western College is seeking an experienced firm to guide in the advancement of a strategic planning process to create a shared vision, strategy and implementation plan, a positive collaborative culture, and build bench strength toward shared governance.

#### 1. Project Scope

The College is seeking assistance in identifying information drawn from multiple sources, in the development of collaborative activities, to facilitate a strategic direction, and evaluate potential effectiveness. The successful firm will identify and analyze data from both internal and external environments, assist the College in a thoughtful interpretation of the data, and help the College identify credible strategic issues, in the development of an implementation plan.

#### 2. Background

Arizona Western College has just welcomed its 9<sup>th</sup> president in 53 years, Dr. Daniel Corr. The College serves nearly 11,500 full-time equivalent students each year. Nearly 70% of our students are of Hispanic origin; and almost 67% are first generation college students. Our enrollment is up 23% over the past 10 years, and down -6.8% in the past five years, which is the smallest decline in the state of Arizona. We serve students and the community in a highly-decentralized manner, through ITN, face-to-face and online classes, held in 10 sites spread over our 10,000 square-mile, two-county (Yuma and La Paz) district, stretching from the US-Mexico border North to the town of Parker, AZ and East to the town of Wellton, AZ. The College employs approximately 300 full-time employees, including 121 full-time faculty, and nearly 600 part-time employees and adjunct faculty. Currently all three State universities offer bachelor's degree programs on our campus.

Other strategic works occurring simultaneously to this project include the creation of the college's first Strategic Enrollment Management (SEM) plan, an ongoing Facilities Master Plan, and our annual budget cycle. Additionally, the College's Higher Learning Commission site visit is scheduled for January, 2019.

Yuma County (population 201,000) experiences disproportionately high unemployment rates (24.6% Aug 2016, 13.9% Mar 2016). La Paz County (population 20,300) experiences less dramatic shifts and a lower rate of unemployment (6.7% July 2016, 5.9% May 2016). The three main industries in Yuma County are tourism, agriculture and military/government. Similarly, in La Paz County, the main industries are government, tourism and trade, transportation, utilities.

#### 3. Purpose

The College expects this endeavor to be both inclusive and transparent and the process to lead to systematic and integrated planning, which includes the following:

1. The institution allocates its resources in alignment with its mission and priorities.
2. The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting.
3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.
4. The institution plans on the basis of a sound understanding of its current capacity and anticipates the possible impact of fluctuations in the institution's sources of revenue, such as enrollment, the economy, local and state support.
5. Institutional planning anticipates emerging factors, such as technology, demographic shifts, and globalization.

#### **4. Timeline and Due Dates**

- All-Campus Kickoff and in person consultant visit the week of January 9, 2017 (At least two days in market area)
- Strategic Planning process completed January 2018
- Implementation Plan completed before February 2018

#### **5. Deliverables**

Anticipated deliverables including but not limited to:

- Broad, transparent stakeholder engagement (including Focus Groups) and leadership development for our Strategic Planning Taskforce
- Revisit Mission and create shared Vision & Values
- Collaboratively develop a Strategic Plan that is widely embraced and aligns with budget, enrollment, master plan
- Co-create signature campus/community Horizon event
- Co-author a sustainable, authentic implementation plan

#### **6. Consultant Bid Section**

Based on sections 1-5, please provide a quote for services identified above. If travel is additional, please indicate.

#### **7. Consultant Response Section**

Successful candidates will respond thoughtfully to the following:

- Please describe an instance where you helped an organization identify and develop future institutional leaders.
- Please explain the primary ways you create an inclusive, transparent strategic planning process that maximizes campus & community buy-in.
- Please discuss any considerations you believe are central to strategic planning specifically within the context of a community college.
- Please explain your experience or interest in working with a Hispanic Serving Institution located on the Arizona/Mexico border.
- Why are you interested in serving as AWC's strategic planning consultant?
- What questions do you have for us?
- Please provide three references who can speak specifically to your experience with strategic planning, particularly at a Community College.

#### **8. Proposal Submittal**

Digital proposals should be submitted by noon MST, on December 14, 2016, to Biridiana Martinez, [Biridiana.Martinez@azwestern.edu](mailto:Biridiana.Martinez@azwestern.edu).