Growing Our Communities

Arizona Western College Strategic Plan 2025
The booklet you’re reading is the result of 13 months’ worth of work to help Arizona Western College chart a course to 2025. To say I’m tremendously proud of the effort that has gone into this work would be an understatement. I’m excited about what the next seven years hold – that’s the horizon we’ve set for this plan.

Here are some highlights from this year:

• College faculty and staff sat side-by-side with our students to create a shared ideal for the Student Experience here at AWC;
• Our elected District Governing Board worked on new Mission and Vision statements;
• Community members joined with faculty, staff and students for the Horizon Symposium, which combined high-energy speakers with focus groups;
• Employees worked for 6 weeks in Scan Teams researching important issues facing colleges, to help us focus on what is most critical to our students;
• College employees came together to write new college values to guide our work.

With the focus of our amazing faculty and staff, the support of our community members, and the tenacity and energy of our students, I know Arizona Western College is well-positioned to transform lives, to bring prosperity and equity to the communities we serve and to the world beyond.

I thank you for your dedication to our students.
Dr. Daniel P. Corr,
President, Arizona Western College
More than 2,600 participants helped with the AWC Strategic Plan, including 200 students.
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.
AGILITY – We welcome change, anticipate stakeholder needs, identify flexible, innovative solutions, adapt to meet constituent needs, and are process focused.

PASSION – We dream big, propose creative solutions, exceed expectations, and foster an engaging and supportive environment.

TRANSPARENCY – We build trust through honesty and openness, include stakeholders in decision-making, and communicate thoughtfully and clearly.

UNITY – We collaborate to develop and achieve goals, find opportunities to create synergy and empowerment, and work holistically toward student success.

EMPOWERMENT – We are inspired to do our best work when governance and responsibility are shared equitably, individuals are encouraged to express diverse and innovative perspectives, and courage is esteemed over comfort.

RESPECT – We express the highest levels of professionalism and kindness, seek common ground with openness & inclusivity, challenge ideas with an empathetic mindset, and listen to and acknowledge others’ ideas with civility and courtesy.

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 DIRECTIONS

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

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

ACCESSIBILITY – Eliminate cultural, financial, time and place barriers to education

PROSPERITY – Grow and sustain academic programs that leverage our competencies, fuel economic growth and position graduates for prosperity
STRATEGIC OBJECTIVES
AGILITY

- Establish an equitable model of shared governance that builds a culture of empowerment by minimizing hierarchy and broadening decision making. **January 2019**
- Review processes, procedures and policies to improve efficiency and create sensible work flows to increase student and faculty/staff satisfaction. **July 2019**
- Design a cross-training model to support collaborative staffing resource flexibility. **July 2019**
- Create and fund a professional development model to grow bench strength and assist with succession planning. **January 2020**

STRATEGIC OBJECTIVES
TECHNOLOGY

- Deliver upgraded technology that increases automation in Student Services. **July 2022**
- Develop a stable, well-supported, technology-rich teaching and working environment dedicated to current and equitable technological resources. **August 2022**
- Eliminate negative IT audit findings. **December 2020**
- Develop a technology-literate workforce that embraces IT as a component to improve responsiveness, efficiency, pedagogy, and student learning. **August 2021**
- Deliver upgraded technology that reflects best-practices in teaching and learning and supports an enriched student experience. **August 2022**
STRATEGIC OBJECTIVES
ACCESSIBILITY

• 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*

• Offer open educational resources in 50% of all classes. *July 2022*

• 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. *January 2025*

• Develop and deliver “wrap-around” services that accelerate student time to completion. *January 2022*

• Research and adopt a Guided Pathways model that aligns with AWC student & community needs. *November 2018*

• 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*

STRATEGIC OBJECTIVES
PROSPERITY

• Create regional economic growth by collaborating with key business and industry partners to develop programs tailored to meet the existing employee deficit. *January 2020*

• Develop and deploy three interdisciplinary programs that fit local industry needs using flexible delivery models. *June 2020*

• Explore learning processes to obtain credits based on experience, skills, and prior learning. *July 2019*

• Develop Institutional Learning Outcomes (ILOs) for all AWC students. *October 2018*
BIG HAIRY AUDACIOUS GOAL

B.H.A.G.
Double the rate of earned baccalaureate degrees in La Paz and Yuma Counties by 2035.

APPRECIATION

The Students, Faculty, and Staff of Arizona Western College for your contributions to this plan through surveys, focus groups, workshops and research.

Strategic Planning Task Force:

CLASSIFIED
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Robin Cooper
Eddi Devore
Silvia Kempton
Joshua Madden
Carlos Ramos
Sandra Rodriguez
Biri Martinez*
*Tri-chairs

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Peggy Locklear
Liza Martinez
Michael Miller
Steve Moore
Gary Neumeyer
Fred Croxen
Ellen Riek*

PROFESSIONAL/ADMIN
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Sam Hovan
Travis Mitchell
Vanessa Natseway
Susan Dempsey
Jennifer Tagaban
Lori Stofft*

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Lee Altman
Jim Hutchinson
Marcela Castro
Maria Aguirre

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Susanna Zambrano
Jennie Buoy
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Sam Hovan
Lorayne Chandler

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Sharon Register
Maria Guzman
Vanessa Natseway
Nicole Harral

FOUR
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Joann Chang
Steve Eckert
Reetika Dhawan

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Gary Neumeyer
Joe McLain
Julia Howe
Susan Dempsey-Spurgeon
Junior Castro

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Fred Croxen
Silvia Kempton
Mary Kay Harton
Shahroz Roohparvar
Mary Schaal

Strategic Planning Consultant: CampusWorks, INC, Liz Murphy, CEO

Deep appreciation to the citizens, parents, students, community leaders, business people, elected and tribal officials, non-profit leaders, K-12, college and university partners of Yuma and La Paz counties.
CONGRATULATIONS TO THE 2018 INNOVATION FUND COHORT

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<th>Topic</th>
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<td>Michelle Thomas</td>
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<td>South County Ambassador Program</td>
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Thanks to all faculty and staff who submitted projects: Julia Howe, Victoria Holas, Bertha Avila, Kate Turpin, Maria Aguirre, Luis Martinez, Angel Luna

Thanks to the Innovation Fund Screening Committee: Steve Eckert, Susan Dempsey, Liza Martinez, Daniel Corr, Josh Madden, Eddi Devore, Junior Castro, Gary Neumeyer, Fred Croxen, Travis Mitchell

More about Innovation Fund projects at azwestern.edu/strategy

District Governing Board

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<tr>
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<tr>
<td>Dennis Booth, President</td>
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<tr>
<td>Maria Chavoya</td>
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<tr>
<td>Richard Lamb</td>
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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Melissa Wright</td>
<td>#2</td>
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<tr>
<td>Olivia Zepeda</td>
<td>#4</td>
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Campus Locations

<table>
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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>AWC Yuma Campus</td>
<td>2020 S. Avenue 8E Yuma, AZ 85365</td>
</tr>
<tr>
<td></td>
<td>(928) 317-6000</td>
</tr>
<tr>
<td>Alicia Valdez San Luis Learning Center</td>
<td>1340 N 8th Avenue San Luis, AZ 85349</td>
</tr>
<tr>
<td></td>
<td>(928) 314-9449</td>
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<tr>
<td>Downtown Center</td>
<td>1351 S. Redondo Center Dr. Yuma, AZ 85365</td>
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<tr>
<td></td>
<td>(928) 317-6150</td>
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<tr>
<td>Marine Corps Air Station Education Center</td>
<td>Bldg 850, Yuma, AZ 85369</td>
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<tr>
<td></td>
<td>(928) 317-7605</td>
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<tr>
<td>Parker Learning Center</td>
<td>1109 Geronimo Ave Parker, AZ 85344</td>
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<tr>
<td></td>
<td>(928) 669-2214</td>
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<tr>
<td>Parker Community Center</td>
<td>1109B S. Geronimo Ave Parker, AZ 85344</td>
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<tr>
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<tr>
<td>Quartzsite Learning Center</td>
<td>695 N. Kofa Ave at Quail Quartzsite, AZ 85346</td>
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<tr>
<td></td>
<td>(928) 927-8299</td>
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<tr>
<td>Somerton Center</td>
<td>1011 N. Somerton Avenue Somerton, AZ 85350</td>
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<tr>
<td></td>
<td>(928) 314-9446</td>
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<tr>
<td>San Luis Technology Institute</td>
<td>1135 N. Main St. San Luis, AZ 85349</td>
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<td>US Army Yuma Proving Ground</td>
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<td></td>
<td>(928) 328-3926</td>
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<td>Wellton Learning Center</td>
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It’s a Great Day to be a Matador!