

**WORK SESSION MINUTES**  
**Arizona Western College**  
**District Governing Board**  
**January 11, 2017**

**Board Members Present:** Board President Dennis Booth, Maria Chavoya, Melissa Wright, Richard Lamb

**Board Members Absent:** Olivia Zepeda

**Others Present:**

Dr. Daniel P. Corr, President

Liz Murphy, Chief Executive Officer of CampusWorks

Lori Stofft, Strategic Planning Committee Tri-Chair

Biridiana Martinez, Strategic Planning Committee Tri-Chair

Rachel Caldwell, Executive Assistant to the President

**Call to Order:** Board President Dennis Booth called the meeting to order at 10:42 am.

**Strategic Plan Discussion:** President Corr shared with the Board that the College hosted its spring 2017 All-Campus Meeting immediately prior to the work session. The meeting featured AWC student performances and highlighted the strategic planning process. The underlying theme of the 12-13 month strategic planning process is to cultivate a plan that takes a data-proven, very good college and turns it into a great one, he said.

There is great energy surrounding the process at this point and an overall eagerness to participate. While the planning will feature numerous college stakeholders, starting with the District Governing Board is an appropriate first step in the journey, he said. The final product will be presented to the Board for review at the end of the process.

President Corr noted that the planning committee is composed of tri-chairs representing each employee group. Lori Stofft represents the professional administrative staff, Biridiana Martinez represents the classified staff and Ellen Riek represents the faculty.

Ms. Stofft told the Board that President Corr gave the tri-chairs two charges 1) that the process be transparent 2) that the process be inclusive. A website and email newsletter have been developed to communicate information regarding to the plan. Speaking to inclusivity, the tri-chairs will actively involve the President's Council and the Strategic Planning Task Force, which is comprised of equal amounts of professional administrative and classified employees as well as faculty, she said. The Council will meet once a month, and the Task Force will meet twice a month.

The tri-chairs worked with Finance and Administrative Services to select a consultant through the "Request for Proposal" (RFP) process. The tri-chairs also developed a customized rubric to assist at arriving at the appropriate consultant.

Board Member Richard Lamb informed the group that he was approached by a constituent who asked about the budget for the process and if the process will be transparent. He asked if the budget for the strategic plan will be annotated in the event that it is requested.

President Corr said that, as stewards of the public funds, a budget will be annotated and maintained.

Consultant Liz Murphy noted that the proposal CampusWorks submitted included a list of sample activities and services that are included in one fixed price. The introductory meetings with the tri-chairs, President's Council, task force and Board will denote how these activities and services will be customized, she said. A large part of plan development will revolve around visiting all of the College's service areas and communities in order to engage and incorporate all voices, Ms. Murphy said.

Ms. Murphy said the objectives for the work session include orienting the Board to its role within the planning process and to begin the strategic thinking process through initial feedback from the Board.

The strategic plan is designed to allow the College to see where it is going and to proceed with intention, she said. She noted the College has done a great job being successful in a challenging budget environment. It will become more and more important to remain ahead of the game and to work in tandem with the community.

Board Member Richard Lamb asked what Arizona Western College is doing right relative to its peers. He wants to ensure that in the planning person, the College does not lose sight of what it is currently doing well.

President Corr shared data from the College's recent Student Satisfaction Inventory. Approximately 1,500 students rated about 15 items according to what is important to the students and how well the College is accomplishing each item. According to the data, Dr. Corr said the College ranked highest in its quality of instruction and its campus climate.

Ms. Murphy said part of the methodology that will be used in the strategic planning process will involve the campus identifying its competencies and strengths so that those organizational strengths are honored moving forward. The CampusWorks vision is to make higher education accessible to everyone which is a mission that works hand-in-hand with the Arizona Western College mission. The CampusWorks team members who will be working with the College are former community college presidents, executives and senior leaders. Ms. Murphy said during the process, stakeholders may feel like the team is pushing on a bruise, but that the pushback will make the College better prepared moving forward.

In the coming weeks, the consulting team will help AWC understand the current trends in education and community colleges. The team will introduce best practices and standards and conduct a mission, vision and value review. There will be a multitude of focus groups, forums and interviews. An internal and external scan process may also take place, she said. The team may assign research to the task force to incorporate in the plan.

A signature event combining business and industry across the communities will focus on key themes and involve focus group planning.

Board President Dennis Booth said he assumes the College will host multiple events.

Ms. Murphy said the intent is to have one large, signature event and many focus groups and forums spread across the community. She said you can kick-off the process with the signature event or start small and then unify later. Previously, similar events have been planned like a conference.

President Corr said he is intrigued by the idea of taking a look at mission and vision later in the planning process so that we can take a look at what we can be and want to be, and then incorporate those ideas in the examination of the mission and vision.

Ms. Murphy said the majority of the work in this area will take place later in the process.

Board President Dennis Booth asked Ms. Murphy if she can see where the College will be in 15-25 years.

She said she has a pretty good idea of the challenges AWC will encounter in the next 15 years, but that the decision to pursue a course of action has to be a bold, intentional institutional decision.

From reading a lot about AWC, Ms. Murphy said she can see that there are issues in community colleges that the College is not experiencing. What she needs to determine from talking to stakeholders is if, in fact, AWC will need to prepare to face those challenges in the future of if the College is in a very unique situation. Competition is limited, and AWC is the go-to college for its community.

Board President Dennis Booth said he thinks there will be more online competition with entities such as Grand Canyon University and University of Phoenix. How are students going to choose to be educated in 10-15 years?

Ms. Murphy said Mr. Booth is asking the questions the team will consider in the next 12 months. She said one of the focuses of AWC is lifelong learning. She asked how the College plans to retain students for life if lifelong learning is truly a priority.

Board President Dennis Booth said he sees AWC partnering with the universities to facilitate learning.

President Corr said he sees AWC as the point-of-contact and facilitator for students not only in high school but in middle school.

Board Member Richard Lamb said the College should keep in mind that AWC is not just a college for transfer students but is an institution promoting continuing education and lifelong learning.

Board President Dennis Booth said he loves that idea but that the current measurement tools by which the College is judged do not seem to measure the lifelong learning contingency successfully.

Ms. Murphy said creating a zeal for learning may be one of the goals for AWC.

President Corr said the College must balance both providing education to allow students to get a job and creating a zeal for learning.

The College will have to make choices, Ms. Murphy said. One of the challenges community colleges face is the idea that they must be everything to everyone. This simply cannot be, she said.

Ms. Murphy said the time horizon the team will be playing with during this visit is 2025. What will the College be in 2025?

- Board Member Richard Lamb – More online classes
- Board Member Maria Chavoya – Stronger community partnerships (businesses, local schools)
  - Ensuring families are thinking about college early on
- Board Member Richard Lamb – Middle school students enrolled in classes and going to school on campus
- Board Member Melissa Wright – Cultivating an environment in which education is valued and open to everyone; not just for the privileged
  - Illustrating that education will improve quality of life and is a worthwhile investment
  - Making pathways to achieving a degree and certificate clear
- Board President Dennis Booth – Reaching out to capture Yuma students at very young ages
  - This will be the way to change the culture locally, especially with first generation students
- Board President Maria Chavoya – Local schools working with the College to change/adjust curriculum in response to changes in the community
- Board Member Richard Lamb – More advanced classes to accommodate high school students graduating with increased amounts of dual enrollment credits

Board Members Melissa Wright and Maria Chavoya agreed that multiple signature events should be held to accommodate the multiple, varied communities that AWC serves.

Ms. Murphy asked that the Board be willing to fill out an in-depth survey that would allow her to maximize the Board's time.

President Corr said the Board conducted a self-survey as part of the ACCT Governance Institute for Student Success conference, and that he would be happy to share the results of that survey with her.

Ms. Murphy said if the Board is willing to participate, it works beautifully for the Board Members to be involved in focus groups throughout the process. She said we will also rely on the Board to reach out to civic leaders and community contacts.

Board President Dennis Booth said that his biggest concern is that everyone participating in this process will be operating in the same vacuum, and that the group does not know what it does not know. The College will rely on the CampusWorks team to help the group see beyond its particular perspective.

Board Member Melissa Wright asked how the Board will be kept in contact with. She asked if there will be regular minutes or reports.

Ms. Stofft said the tri-chairs have a strategic planning website located on azwestern.edu. Information will be shared via this website in addition to other forms of feedback.

A schedule will be nailed down and provided for various events in the near future, Ms. Murphy said.

President Corr thanked the Board for making time in their schedules for this initial work session.

**Next Meeting:** The next scheduled regular meeting will be January 24, 2017 at 3pm in the Frances Morris Board Room at the Yuma Campus.

*The draft minutes will be approved at the next regular meeting of the Board in January.*

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**Adjourn:** Board Member Maria Chavoya motioned to adjourn the meeting. Board Member Melissa Wright seconded the motion; motion carried.

The meeting adjourned at 12:50 pm.

Respectfully submitted,

A handwritten signature in cursive script that reads "Rachel Caldwell".

Rachel A. Caldwell, Recording Secretary