

DRAFT AWC Strategic Plan 2028
January 16, 2025

The Steering Committee worked with Liz Murphy, CampusWorks, to develop this list of Strategic Objectives.

Fundamental to this list is the **critical context** (found in detail at the end of this list), which includes the new Strategic Pillars of Access / Disruption / Excelencia, the AWC Student Experience Statement, the AWC BHAG, the AWC Mission and Vision, as well as the contributions of over 1,200 participants from community, students, faculty and staff through surveys, focus groups, and college + community events.

1. **Establish and fund a Center for Futurism/Disruption/Innovation in Teaching and Learning** (*draft name*) that supports faculty and staff in the use of AI and data to enhance their ability to provide exceptional higher learning experiences and helps faculty and staff and students respond to radical higher education challenges.
2. **Foster a modern technology backbone upon which faculty, staff, and students can experiment** and leverage technologies that improve learning, diminish administrivia, and nurture a culture of curiosity.
3. **Develop Flexible Career Experiences & Pathways for all students in both Academic and Entrepreneurial areas** to increase interest, access, engagement, completion and enhance the student experience with experiential learning opportunities for all programs, degree, and/or certificates, including adopting successes from Entrepreneurial College to support this work in Academic programs. This work could include career pathways, experiential learning, internships, apprenticeships, connection to local industries, and mentorship to successfully prepare students for a career in their chosen discipline.
4. **Develop and implement flexible class schedules that provide students with options** that maximize financial aid, make room for experiential learning, and allow for timely attainment of their credential(s).
5. **Develop a culture that identifies multilingualism/internationalism as a superpower** and allows students to find a deep belonging in an environment that celebrates their strengths and increases success and completion. This work will embrace language learning across the curriculum, promote recruiting and developing diverse and qualified talent, acting as a leader for multilingualism as an advantage for our entire region.
6. **Disrupt the completion model** by building an access model that measures the district by who we include and how they succeed, not who we exclude. Build targeted professional development, systems, and support to increase enrollment

and success of non-traditional students, early college students and all walks of life and identities. This includes peer advocacy and policy development regionally and nationally.

7. **Increase culture of belonging & reducing obstacles to increase success and completion for all students.** This includes disruption within the traditional ephemeral and physical spaces, symbols, signage, structures in Academia that make students and staff feel welcome and able to thrive and reach their dreams.

Critical Context (or “Connecting the Dots”):

1. **Objectives should support the Strategic Pillars as determined by AWC President Dr. Daniel Corr in May 2024:**

ACCESS

Removing barriers to awareness of college offerings, enrollment, retention and completion and strengthening the ways community partners utilize college offerings. This could include dual credit, corporate training, new markets, or any number of things. Access will be improved for all our communities and students when we closely consider how we serve distinct populations, from Dual Enrollment/ Concurrent to non-traditional students, including returning students, leverage multilingual and multicultural resources and increase access to wraparound services to increase enrollment, successful outcomes, and partnership.

DISRUPTION

Disruptive change management is innovation elevated. It responds to disruptive trends in the industry, even supply-side disruptive trends (i.e. what are our students and industry partners requiring of us that our current systems / processes can't supply?).

EXCELENCIA

The word is in Spanish as a nod to our desire to meet our responsibilities as an HSI (Hispanic Serving Institution) by creating excellent learning opportunities and outcomes for all students through a persistent use of data. 77% of our students are Hispanic and many of those are first generation students. We are striving to reduce the achievement gap for these students, particularly but not exclusively. There will be a halo effect on all AWC students when we do this well.



2. **The Student Experience**



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**
- **Clear** path to **success and completion**
- **Flexible**, accessible **services and learning** approaches
- Contemporary **technology** that supports and enhances the AWC experience

Arizona Western College faculty and staff support this amazing experience with:

- **Thoughtful**, streamlined administrative and academic services and processes
- **Reliable, accessible**, modern technology to support students, faculty and staff
- **Partnerships** with schools, colleges, universities and business & industry to align **student preparation**, readiness and **employability**

Screenshot

3. Big Hairy Audacious Goal (BHAG)

To *double Baccalaureate degree attainment in our region* (our BHAG), AWC must increase **access**. To effectively increase access, we must consider the many variables that diminish the chances a student will pursue or complete a credential. Answering this challenge will require us to lean into modern technologies---inside and outside the classroom---and consider solutions that will **disrupt** our current thinking and methods. The courage to embrace this **disruption**, despite discomfort, will result in the advancement of our **vision**.

4. Vision Statement, Mission Statement

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.

5. **Lessons from previous Strategic Objectives Experience:** Write objectives that have a headline, are district-wide, are a 18 month – 3 year lift, will impact a majority of students, and are strategic and not tactical / operational.