

AWB STRATEGIC PLAN 2019-2021

VISION, MISSION, AND PRINCIPLES

Vision

A world where a quality higher education is available to everyone.

Mission

We help people in the developing world realize their dreams through higher education because education is the key to a flourishing society.

Principles and Focus

- *Self help*
We believe that the best way to support developing countries is to help them help themselves.
- *Focus on higher education*
We believe that higher education is essential to a country able to offer its citizens a prosperous, healthy, just, and sustainable society. Our focus is on building quality and capacity in degree-granting institutions.
- *Focus on providing support where most needed*
We believe that we can have the most impact by working in the poorest countries and regions in the world. Our work centres on countries that are low or medium in the UNDP Human Development Index.
- *Focus on collaboration with partners*
We believe in supporting the needs of developing countries as they see them. We develop long-term relationships of mutual respect with our partners in the developing world; our partners propose and design our projects.
- *Focus on sustainable impact*
We believe in having a long-term, sustainable impact. Our projects leave a lasting legacy of increased capacity and quality.
- *Focus on volunteers*
We believe that the best work comes from true, passionate volunteers who have a high level of expertise. Volunteers are essential to our projects, contributing their skills and wisdom at no cost.

AWB's Action Pillars

1. *Develop Academic Programs*
We work with faculty to design programs that connect with relevant content needs.
2. *Teach the Teacher*
We work with partner faculty to improve the competencies of post-secondary educators.
3. *Build Research Capacity*
We engage in programs to enhance the research skills of faculty relevant to local problems and opportunities.
4. *Build Academic Support Systems*
We work with faculty and professional staff to develop effective locally relevant policies and procedures in support of their work.

Key Facts About AWB

As of October 2018:

| | |
|---------------------------------------|---------------|
| Number of projects | 108 |
| Number of partner institutions | 40 |
| Number of countries | 24 |
| Total number of available volunteers | 263 (roster) |
| Active project volunteers (2015-2017) | 80 |
| Number of network members | 19 |
| Total revenue (2017) | \$196,910 |
| Total staff | 5 (part-time) |

STRATEGIC PRIORITIES FOR 2019-2021

AWB will focus on its four action pillars. Details of our plans for each action pillar and for their supports, which include promotion, fundraising, the Network, and volunteers are given below.

Action Pillar 1: Develop Academic Programs

1. *Improve living conditions and well-being*
AWB will develop programs for local professionals and leaders to improve conditions in areas such as health, education, technology, infrastructure, commerce and civil society.
2. *Collaborate with partners*
AWB will help identify needs and provide volunteer support for development of program objectives and curricula.
3. *Develop locally relevant programs*
AWB will effectively deploy resources to apply the best global thinking to local programs
4. *Provide ongoing consulting*
AWB will collaborate with partners on program modification and development to meet changing needs over time

Progress Indicators:

- Partner satisfaction
- Program implementation within 5 years
- High levels of graduate employment
- Accreditation by local agencies/colleges

Action Pillar 2: Teach the Teacher

1. *Recommend teaching methods*
AWB will advise on optimal teaching approaches, online and live, for existing and proposed programs
2. *Develop teaching competencies*
AWB will support volunteers in providing teaching training at the partner's location – pedagogy, curriculum, assessment
3. *Provide ongoing support for teaching*
AWB will follow up on training with additional materials, mentoring, and workshops
4. *Provide gap teaching where it builds local capacity through mentoring and co-teaching*
Where local faculty are not available, AWB will selectively support volunteers in teaching courses as part of a program to build local capacity.

Progress Indicators:

- Partner satisfaction with teaching training
- Number of faculty trained
- Participant evaluation of training sessions
- Learning outcome assessment

Action Pillar 3: Build Research Capacity

1. *Mentor research faculty in partner institutions*
AWB will develop faculty research skills through courses, workshops, and joint projects
2. *Identify research needs*
AWB will consult with partners on research questions that have local impact
3. *Apply scientific thinking to challenging problems*
In collaboration with partners, AWB will use rigorous methods to understand local phenomena
4. *Disseminate findings locally and globally*
AWB will contribute to knowledge and applied problem solving through online and offline publications, conferences etc.

Progress Indicators:

- Partner faculty publications
- Citations of partner faculty
- Partner satisfaction

Action Pillar 4: Build Academic Support Systems

1. *Target administrative challenges*
AWB will consult with partners to understand where administrative operations need to be established or improved
2. *Provide the right support*
AWB will support volunteers with administrative expertise in identified area(s) and development experience
3. *Develop leadership*
AWB will provide training, coaching, and mentoring of administrative leaders at partner institutions
4. *Develop administrative self-sufficiency*
AWB will impart skills in running the system through coaching and mentoring

Progress Indicators:

- Partner satisfaction
- Student satisfaction
- Participant evaluation of workshops

Action Pillar Support

- a. **Promotion:** Build the AWB brand and relationships with other organizations
- b. **Fundraising:** Build relationships with large and small donors
- c. **AWB Network:** Build the network of Canadian post-secondary institutions and forge links between them and those in developing countries

d. Volunteer Experience and Exposure: Facilitate relationships between academics in developed and developing countries

Approved: November 4, 2018

To be reviewed: Annually