



Strategic Plan 2016 - 2021
Building on Success

INTRODUCTION

Development Process

In the summer of 2015, President Swanger appointed a Strategic Planning Committee to begin the process of developing Fulton-Montgomery Community College's Strategic Plan 2016 - 2021. The committee met during the summer for two day-long retreats facilitated by President Swanger. During the retreats the committee focused on developing a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis.

During the Fall, 2015 semester the entire College community participated in a day-long professional development session in order to provide an opportunity to develop a SWOT analysis and give input regarding the global initiatives that Fulton-Montgomery Community College (FM) should undertake in its next strategic plan. The day began with a general session highlighting the current climate of higher education. Following the general session, the College community was divided into several small groups. Each group rotated through various break-out rooms, each room had two facilitators and focused on areas of interest like community engagement, student needs, work environment, etc. The facilitators summarized each of the discussions.

The Leadership Team then drafted a strategic plan for review by the Strategic Planning Committee. Upon review and comment, the draft strategic plan was distributed to the College community for comment. After the completion of the comment period and after making recommended adjustments to the plan, it went to the College Senate and Student Senate for review, comment and recommendation.

Finally, the final draft of the Strategic Plan was presented to the Board of Trustees for review and approval.

During the strategic planning process, the themes below emerged from discussions and input to the SWOT analysis and directions for the future of FM.

Recurring Themes

- Address Communication Issues
- Address Student Readiness for College
- Attention to Campus Safety
- Continue Facilities Upgrades
- Develop Global Village at FM
- Enhance the College Experience
- Develop Guided Pathways
- Develop the Region's Workforce
- Envision the Future of Learning - Models
- Focus on Retention and Student Success
- Focus on Science, Technology, Engineering, Arts, and Math (STEAM)
- Improve the Image of FM as a Community College
- Improve Relationships with Area School Districts
- Improve Transportation
- Maintain Small Classes and Personal Service
- Participate in and Lead Economic Development

MISSION, VISION, VALUES

During the strategic planning process, the Vision, Mission and Values of the College were reviewed. Modifications were recommended by the Strategic Planning Committee. The result of these recommendations resulted in the following statements.

Vision

Fulton-Montgomery Community College strives to be an innovative leader in higher education.

Mission

Fulton-Montgomery Community College provides accessible higher education and quality programs with a focus on student success. FM partners with the community through engagement in economic development and by providing cultural and intellectual opportunities.

Core Values

FM is guided by the following values:

- Excellence in education and teaching
- Student learning and scholarship
- Caring personalized service
- Innovation
- Civility
- Integrity
- Quality facilities
- Diversity
- Accessibility
- Community engagement
- Continuous improvement
- Leadership

Civility Statement

FM is committed to fostering an environment of civility. All members of the FM community and visitors have the right to experience and the responsibility to create and maintain an environment of mutual respect and support that is civil in all aspects of human relations. Civility facilitates professional growth and achievement and promotes an environment where each person can reach his or her full potential.

GOALS AND OBJECTIVES

GOALS

1. Improve Student Success and Retention
2. Enhance and Market the FM College Experience
3. Strengthen Communications
4. Engage the Community
5. Expand Resources of the College

OBJECTIVES

Improve Student Success and Retention

- *Implement the Enrollment Plan (*attached)
- Conduct Annual Professional Development Sessions for all Faculty and Staff Regarding Enhancing and Strengthening Student Success and Retention
- Develop and Implement Clear Guided Pathways for General Studies and Other Transfer Program Students (high school to four-year college)
- Review and Improve Data Collection and Analysis that Demonstrates How the Institution Meets Its Mission and Institutional Learning Outcomes
- Employ Strategies that Teach Students How to Succeed in College Early in the Process
- Develop and Implement a Diversity Plan
- Educate Parents about FM's Expectations of Students
- Expand Student Transportation
- Develop and Implement a Process that Evaluates the College Readiness of Students

- Strengthen Educational Support Services
- Explore and, if viable, Implement New Learning Models
 - Competency Based Learning
 - Individualized Learning Model (Faculty Model) to Address Non-Traditional Student
 - Enhance COCAL
 - Create an Innovative Learning Center

Enhance and Market the FM College Experience

- Market Transfer Opportunities and 2 + 2 Programs – High Quality, Save Money
- Reinforce FM’s Signature Personal Approach to College Education with All Faculty and Staff
- Promote and Emphasize STEAM as a Strength
- Feature Student Success Stories in Several Media Publications Annually
- Highlight the Quality of FM Faculty in Media Publications Annually
- Market Where Graduates Work
- Highlight Public Safety and Our Safe Campus
- Explore and Implement Best Practices on How to Better Reach a Non-Traditional Student Market
- Expand and Market Trips Abroad and to US Cities as Part of Education Experience
- Create and Establish FM as a Destination
 - Global Village at FM
 - Community Events
 - Expanded Athletic Programs
 - Allen House
- Develop and Implement Social Media Strategies that Highlights Academic Success of Students and Student Life on Campus

Strengthen Communications

- Develop and Implement a Strategy to Better Communicate Important Messages with Faculty and Staff
- Develop and Implement Document Management Protocols and Provide Faculty and Staff Training
- Develop and Implement a System to Better Communicate with Students
- Develop and Implement a System to Better Communicate with Alumni
- Develop and Implement a System to Communicate Events of Interest to the Community

Engage the Community

- Enhance Programming Throughout the Year That Brings the Community to Campus
- Increase Student Club and Learning Activities in the Community
- Create Opportunities for Faculty and Staff to Provide Expertise to the Community
- Design and Implement Global Village at FM Programming
- Leverage Underutilized Campus Resources for Summer On-Campus Conferences and Training Events

Expand Resources of the College

- Utilize Foundation to Raise Capital Funding for Projects (Allen House, Field House, etc.)
- Return to an Annual Balanced Budget
- Improve Data Collection and Analysis in Decision Making
- Implement an Expanded Planning Giving Program
- Build Global Village at FM
- Refresh the College Master Facilities Plan
- Ensure that Technology on Campus is Current for Instruction and Management of the College

Implementation Plan

Implementation and assessment of measurable objectives are critical mechanisms of the strategic planning process. Each stated objective is identified in a comprehensive Implementation Plan that states the following:

- The objective to be met;
- The responsible person(s)/department(s);
- The criteria for judging success;
- The assessment used for evaluation of the objective;
- The timeframe; and
- The resources required to accomplish the objective.

The Implementation Plan is addressed both at the institution level through the Leadership Team and at the department level, as appropriate. A comprehensive Implementation Plan ensures that objectives and tasks are not lost when splitting actions across departments. Understanding that the Strategic Plan is a fluid, living document, updating the comprehensive Implementation Plan at the institutional level several times throughout the year allows for flexibility and adjustments to the objectives, as needed.

CONCLUSION

The 2016-2021 Strategic Plan for Fulton-Montgomery Community College represents the collective input from the College community and the College's interactions with the community. It endeavors to establish stretch-goals for the College as it rebuilds from a reduced enrollment over the past few years and return FM to a place of growth. The Strategic Plan provides a path for FM to build on successes, remain strong, enhance academics, and demonstrate FM as a truly innovative leader in higher education.

STRATEGIC PLANNING COMMITTEE

Dr. Dustin Swanger, President - Chair
Joel Chapin, Professor, Fine Arts
Mary Donohue, Professor, Library Director
Mary-Jo Ferrauilo-Davis, Faculty, Director of Advisement, Counseling, and Testing
Joshua Fleming, Director of Facilities
Pat Grande, Professor, Mathematics
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Jean Karutis, Associate Dean for Student Retention and Success
Jane Kelley, Vice President for Student Affairs
Eric Kimmelman, Director of Institutional Advancement
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