Fulton-Montgomery Community College Strategic Plan 2016 – 2021
Revised

March 2018
Introduction

During the 2015-2016 academic year, Fulton-Montgomery Community College charged a strategic planning committee to develop a strategic plan for the future of the College. Through organized retreats, several meetings, feedback sessions and sharing the draft plan with the College Senate and the Student Senate a plan was developed and adopted by the Board of Trustees.

The Strategic Plan for 2016 – 2021: Building on Success was ambitious and consisted of five overall goals and several objectives under each goal. The goals identified in the original Plan are:

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

The College began to implement the Strategic Plan and developed a matrix to monitor its progress. Progress has been made in several areas, while others have stagnated, stalled or were never started.

During a Leadership Team meeting in early Fall 2017, the Team was reviewing the College’s Strategic Plan matrix and the progress made on the Plan. It was determined during that discussion that given the numerous changes in the internal and external environment, it would be prudent for the Leadership Team to revisit the Plan and drastically reduce the Plan to something more manageable within the current and expected resources of the College. Additionally, the smaller plan, would focus on a few goals and strategies that will have a significant impact on the College and its future.

The Leadership Team, along with the Director of Assessment and Accreditation, conducted a day-long meeting to discuss what had changed in the FM environment and what the College needed to focus on to be successful. Those areas that have shown progress or completion are highlighted (briefly) in the following narrative. Those that have not started or stalled were reviewed to determine if they were to continue, the value of their impact. Those that were deemed less impactful were abandoned.

1) The Enrollment Plan: The College began implementing and continues to implement the Enrollment Plan. This Plan too is being monitored and adjusted as it is implemented in an attempt to focus on areas that are working.
2) Guided Pathways. The College is working, along with SUNY and other community colleges, on developing guided pathways that will help students define their areas of study while enrolled in General Studies. This statewide effort continues.
3) Employ Strategies to Teach Students How to Succeed in College: The College launched REV UP in the summer of 2017 and, while we continue to assess the
outcomes, it appears to have had a positive affect on student performance. This effort continues and is highlighted to expansion in the revised Strategic Plan.

4) Develop and Implement a Diversity Plan: The Diversity Plan was developed and accepted by SUNY. In fact, FM's Plan was given a commendation as a very good and practical plan for the campus. The President’s Council on Diversity and Inclusion will continue its work to implement the Plan over the next several years.

5) Expand Student Transportation: The Leadership Team continues to explore how to provide students with better transportation to and from campus and around our community.

6) Strengthen Educational Support Services: The College has several grant programs that enhanced student support services. The College is participating in a SUNY sponsored effort with Quantway/Statway. The College is also piloting a new approach to English education for students. The College also implemented Starfish as a means to better coordinate student support.

7) Explore New Learning Models: The College is piloting structures and technologies that allow individual students to study subject matter and “participate” in daytime classes virtually through Learning Management Systems. The faculty committee will continue to explore this initiative.

8) Develop and Implement Social Media Strategies: The College began using these strategies and continues to refine its approach. Current students and potential students rely in this media rather than traditional formats like TV, radio and brochures.

The above represents the progress that has been made with the Strategic Plan. While some of these initiatives are not expressed in the revised Strategic Plan, they have been completed or have made enough progress to continue as part of the College operations.

In spite of the progress that has been made, the College must recognize the new environment in which it is operating. Since the development of the Strategic Plan 2016 – 2021; Building on Success, several environmental factors have changed that have significant impact on the ability of FM, its faculty and staff to fully implement such an ambitious Plan.
Environmental Factor Changes

There have been several external and internal changes in the environment that have and will continue to impact higher education and specifically, FM. These are identified below.

External Factors

- Reduction in International Students Coming the US Due to Tenor of the Federal Government and Its Policies Under a New Administration
- Students Attending Community Colleges Have Greater Needs
  - Disabilities
  - iGEN Students Differ from Millennials
  - More First Generation College Students
  - Higher Rate of Students from Poverty
- Anticipated Expansion of the PTECH Program to Local School Districts (Fall 2018)
  - Amsterdam
  - Gloversville
  - Johnstown
- Anticipated Expansion of College in High School and Early Admit with Broadalbin-Perth Expansion of (Fall 2018)
- New Superintendent in Amsterdam (focus on academics and inclusive for students)
  - Changes in PELL
  - Title Iv – Risk Sharing for Financial Aid
  - Changes in Student Loan Programs
  - Competency Based Education
  - Focus on Apprenticeships
  - Changes to Accreditation
  - Free Speech Protections
○ Less Pressure on For-Profit Institutions
  • Economy Has Slowly Rebounded, and Being Reshaped
  • Need for Employees by Several Local Companies Many Unskilled Positions
  • The Value of Higher Education is in Question in the Area and Country
  • Rise of the Alt-Right and their Presence on College Campuses
  • Several Grants Targeted Toward Students In Need
  • Funding from NYS has Only Risen 2.7% per FTE in 11 Years
  • Competition in Higher Education is Much Greater
  • Pool of Potential College Students is Much Smaller
  • Demographics of Potential Students is Shifting

Internal Factors

  • There are Fewer Employees at the College
  • FM (like most other colleges) is Experiencing Lower Enrollment
  • There is a Much Different Mix of Enrollment (growth in reduced tuition rate students/programs)
  • There is a Need to Have a Better Understanding of the Current and Potential Student Population by Administration, Faculty and Staff
    ○ iGEN has different needs than Millennials
  • College Budget Has Been Reduced
  • Fewer Students in Housing
  • College Town is On Hold
  • Adding the Allen House to Campus
  • Built a New College Store
  • Preparing to Remodel Science Labs and PE Building
  • There Has Been and Will Continue to Be Faculty Turnover (retirements)
  • Retention Rate Has Declined
Potential Strategies to Address the Environmental Changes

- Develop a Stronger Approach to Individualized Studies
- Incorporate Industry Certifications in Degree Programs
- Market Housing to Local Students Who Want College Experience Not Just for Students from a Distance
- Develop a Study on “Your Time” Approach - Competency Based Education
- Address the Needs for PTECH Growth
  - Staff
  - Space
- Capitalize on the Characteristics of the iGEN Students Like to Live At Home
- Develop Advisement and Student Services 2.0 (Beyond Assigned Advisors)
- Improve Electronic Connections with Students
- Expand REV UP (assuming data support success)
- Develop A More Sustained Approach to Professional Development
  - The Students We’re Seeing
  - New Approaches to Teaching
- Focus on Project Based Learning/ Applied Learning Across Campus
- Structure the College to Breakdown “Silos”
- Develop a Student Success Center in the Library
- Develop More Student Leadership Programs
Goals and Objectives

1. **Improve Focus on Student Success and Retention**
   - Learn about and Embrace the iGEN Student
   - Develop a Structure for High School/College Student Partnership Expansions
   - Employ Strategies that Teach Students How to Succeed in College Early in the Process - Expand REV UP
   - Invest in Existing Programs to Create a Signature Academic Program(s)
   - Research When and How Students Want to Take Classes at FM
   - Develop a Method to Address the Needs of Non-Traditional Students
   - Revise and Implement the Enrollment Plan (Attached)

2. **Strengthen Communications**
   - Develop and Implement a System to Better Communicate with Students and Enhance Technology to Communicate with iGEN Students (texting, social media)
   - Develop Sustained Professional Development for Faculty and Staff
   - Develop and Implement an FM App

3. **Expand Resources of the College**
   - Refresh the College Master Facilities Plan and Focus on High Impact Capital Improvements
   - Utilize Foundation to Raise Capital Funding for Projects and Focus the on High Impact Fund Raising
   - Look for and Act Upon Opportunities to that Utilize Current Resources in Support of Innovative Initiatives
   - Improve State and Local Advocacy for Funding Changes
   - Ensure that Technology on Campus is Current for Instruction and Management of the College and Explore New Technologies for Learning and Engagement that Faculty Want to Use in the Classroom or Other Learning Platforms