

## 2021-2026 Strategic Plan: **Adapt.** **Connect.** **Leverage.**



**Fulton-Montgomery Community College**  
A Community College of the State University of New York

Strategic Plan Steering Committee convened: March, 2021  
Strategic Plan Steering Committee work complete: April 30, 2021  
Fulton-Montgomery campus community reviewed: May 1-19, 2021  
FMCC Board of Trustees approved: June 17, 2021

## **Adapt. Connect. Leverage.**

### Introduction

March 2021, Fulton-Montgomery Community College embarked on its strategic planning process led by a Strategic Plan Steering Committee. Members of this committee included faculty, staff, administrators, students, alumni, and a Board of Trustee. Stakeholders' input, ideas, and thoughts were collected and yielded nearly 700 responses from internal and external constituents. The product of this work has formed a new framework from which the college and its stakeholders can work in partnership to **adapt**, **connect**, and **leverage** ideas, resources, and talent.

**Adapt.**  
**Connect.**  
**Leverage.**



## Adapt. Connect. Leverage.

### Mission

Fulton-Montgomery Community College's mission is to deliver **higher education** through **accessible** and **equitable learning opportunities** that **empowers** our **diverse student body** to meet their **academic** and **career goals**. FM is committed to fostering **partnerships** that will encourage **stronger community relations** and provide **transformative learning experiences**.

### Vision

Fulton-Montgomery Community College - the **community's college** - works to **improve the lives** of the **various populations** it serves and is devoted to offering **remarkable, high-quality learning experiences** that meet the **needs of its students** in an always **transforming world**.

### Equitable Student Experience – *Definition*

Fulton-Montgomery Community College provides all its' students a **flexible** and **accessible** education that is portrayed by:

- Feeling **connected** and **belonging** through the college **journey** and beyond while navigating their **individualized** academic experience to graduation.
- Offering **equitable** learning opportunities designed to serve a **diverse** student population.
- Providing a **personalized approach** that allows the student to **envision their own success**.

### Equitable Student Experience – *Supported by:*

The Fulton-Montgomery Community College faculty, staff, administration, and Board of Trustees support the equitable student experience by offering the following supports:

- A clearly defined **pathway** of success ensuring students are progressing towards their **individual educational goals** and **transitioning** to the **workforce** or **further education**.
- An **engaging, safe, student-centered** system of **quality education** and **services** that are designed to support **diverse learners**.
- **Faculty** and **staff** serve as **guides**, provide positive **meaningful relationships**, and increase **collaboration** with the **community and industry partners**.

## Adapt. Connect. Leverage.

### Core Values – EMPOWER

**Empower** our faculty, staff, and our students through opportunities, integrity, and a commitment to growth.

**Empower** our stakeholders through diversity, inclusion, engagement, participation, and partnership.

**Empower** our community through accessible, high quality, and relevant education.

### EMPOWER

**E – Empathy** - Attentive listening, speaking honestly, embracing cultural differences, and having compassion for divergent perspectives and opinions.

**M – Mindfulness** – Through critical analysis and integrity, embrace social justice and value the life, hopes, and dreams of everyone in our society without judgement and with kindness.

**P – Perseverance** – Commitment to growth and inner strength by continuing forward and remaining focused on a goal, idea, or obligation.

**O – Opportunity** – Seek and promote creative, equitable experiences that support personal growth and learning in a global society.

**W – Wellbeing** – Foster a safe climate of belonging, happiness, and mind- body connectedness as a diverse community that encourages learning from each other.

**E - Engagement** – Cultivate positive relationships and partnerships to deliver 21<sup>st</sup> century knowledge, skills, and competencies that support an equitable student experience.

**R – Relevance** – Collective attention to ever evolving student and community needs.

## **Adapt. Connect. Leverage.**

### Strategic Goals

#### Goal 1 Partnerships

1. **Adapt** by establishing creative relationships with stakeholders.
2. **Connect** the community to FM through collaboration and innovation.
3. **Leverage** internal talents and external opportunities to meet the Mission and Vision.

#### Goal 2 Equitable student experience

1. **Adapt** and be flexible in educational design and delivery to meet the needs of individual students.
2. **Connect** and foster meaningful relationships to build a sense of belonging for all students.
3. **Leverage** individual pathways and experiences to maximize opportunities in the workforce and/or further education.

#### Goal 3 Enrollment management and retention

1. **Adapt**, modify and adjust practices to attract students of different populations.
2. **Connect** with students throughout their time at FM and beyond.
3. **Leverage** new internal and external strategies for enrollment, retention, and completion.

#### Goal 4 Transform

1. **Adapt** and position ourselves for new opportunities in Higher Education.
2. **Connect** with stakeholders to reimagine and rebrand FM to purposefully maximize student experiences while also meeting the needs of the community
3. **Leverage** communication and assessment to meet the Mission, Vision, Equitable Student Experience, Core Values, and Strategic Goals.

## Strategic Plan Steering Committee

Dr. Jackie Snyder, Co-Chair: Associate Dean of Academic Affairs, Accreditation Liaison Officer

Dr. Mark Swain, Co-Chair: Assistant Professor, Business Accounting, eTeaching Academy Board of Director

John Armstrong - Assistant Professor, Criminal Justice

Eden Assefa - Student

Shari Braemer - Alumni, Adjunct, HPOG Academic Counselor

Desiree Carpenter - Alumni, Student

Christie Davis - Academic Advisor, Early Admission Liaison

Christina Dygon - Senior Computer Services Coordinator

Dan Fogarty - Admissions Counselor

Jennifer Gardella - FMCC Board of Trustee

Connie Grant - Human Resources Manager

Chasity Hulsaver - Alumni, Bursar

Ruth Scott - Assistant Professor, Mathematics

Anna Stanton - Alumni, Principal Clerk

Dan Towne - Alumni, Assistant Professor, Director of Evans Library

Dr. Flor Trespalacios - Assistant Professor, Science