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

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
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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.
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.
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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 21st century knowledge, skills, and competencies that support an equitable student experience.

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