

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



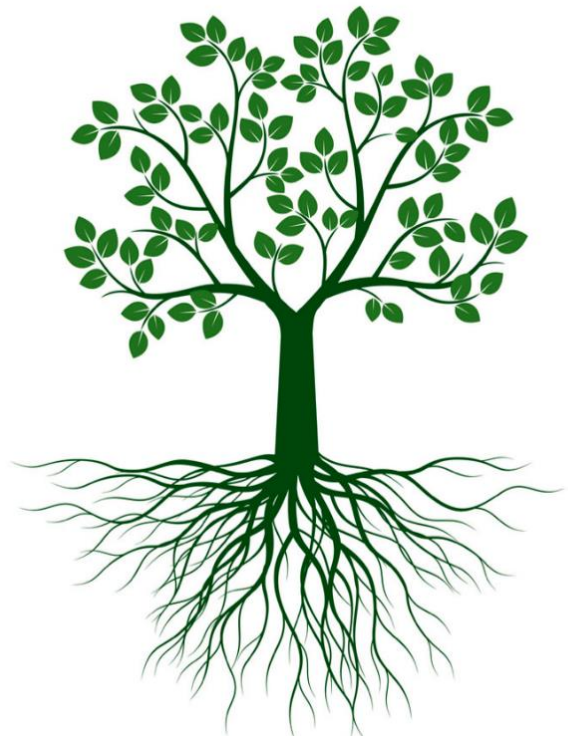
Strategic Plan Steering Committee convened: March, 2021  
Strategic Plan Steering Committee work complete: April 30, 2021  
Fulton-Montgomery campus community reviewed: May 1-19, 2021  
FMCC Board of Trustees approved: June 17, 2021

## **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.

## Adapt. Connect. Leverage.

### 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

# SUNY FMCC Strategic Plan (2021-2026)

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## I. Executive Summary

The SUNY Fulton-Montgomery Community College (SUNY FMCC) Strategic Plan for 2021-2026 outlines the institution's roadmap to achieve excellence in higher education through innovative strategies, enhanced community partnerships, and a commitment to student success. This strategic plan reflects SUNY FMCC's dedication to its mission, vision, and values while addressing emerging trends and challenges in the educational landscape.

## II. About SUNY Fulton-Montgomery Community College

**Overview:** SUNY FMCC, located in Johnstown, New York, provides students with a quality education in an environment that nurtures success. Offering over 30 degree and certificate programs, SUNY FMCC emphasizes small class sizes, individualized attention, and strong community connections.

**Mission:** To deliver accessible and equitable higher education that empowers a diverse student body to achieve academic and career goals through transformative learning experiences.

**Vision:** To be the community's premier college, fostering educational excellence and lifelong learning to improve the lives of the populations we serve.

### Core Values

- **Empowerment:** Fostering opportunities, integrity, and growth.
- **Diversity and Inclusion:** Engaging diverse perspectives and fostering a culture of respect.
- **Community Engagement:** Building strong partnerships that enhance educational and societal impact.
- **Innovation:** Embracing change to meet the evolving needs of students and society.

## III. Institutional Assessment: SWOT Analysis

### Strengths

- Strong community connections and partnerships.
- Dedicated faculty and staff committed to student success.
- Diverse academic offerings tailored to workforce demands.

### Weaknesses

- Limited resources for expanding programs and facilities.
- Challenges in student retention and graduation rates.

### Opportunities

- Growth in cybersecurity and healthcare industries.
- Increasing demand for flexible, technology-driven learning options.

### Threats

- Declining enrollment trends in rural areas.
- Financial pressures from fluctuating state and federal funding.

## IV. Institutional Learning Goals (ILOs)

SUNY FMCC is committed to fostering academic excellence through its Institutional Learning Goals (ILOs), which serve as the foundation for student learning and development across all programs and services:

- **Communicate** to develop literacy in multimodal settings.
- **Appraise information** for qualities including currency, relevance, authority, accuracy, and purpose.
- **Analyze qualitative and quantitative information** before making decisions, reaching conclusions, or implementing strategies and solutions.
- **Apply technology** to engage in the learning environment.
- **Build global awareness** through diverse perspectives and culturally sensitive, ethical points of view.

## V. Strategic Goals and Objectives

### Goal 1: Partnerships

**Objective:** Strengthen collaborations with local businesses, community organizations, and educational institutions.

**Strategies:** Develop apprenticeship and internship programs; establish advisory boards with industry leaders.

**Action Plans:** Formalize agreements with partners, conduct workforce needs assessments, and foster joint projects with local stakeholders.

### Goal 2: Equitable Student Experience

**Objective:** Foster an inclusive and supportive campus environment that promotes student success.

**Strategies:** Expand mental health and wellness services, implement proactive advising models, and support underrepresented student populations through programs like TRIO and CSTEP.

**Action Plans:** Provide DEI training for faculty and staff, enhance support services, and create initiatives to improve student engagement and well-being.

### Goal 3: Enrollment Management and Retention

**Objective:** Increase student enrollment, retention, and graduation rates through targeted recruitment and student support initiatives.

**Strategies:** Improve marketing strategies, streamline admissions processes, and implement early alert systems to support at-risk students.

**Action Plans:** Launch outreach campaigns, strengthen onboarding programs, and expand academic support services to improve persistence rates.

### Goal 4: Transform

**Objective:** Position SUNY FMCC as a leader in innovative education and institutional effectiveness.

**Strategies:** Integrate technology into teaching and learning through HyFlex models, secure grant funding for transformative projects, and promote sustainable practices.



**Action Plans:** Develop new academic programs aligned with workforce demands, invest in faculty development, and implement continuous improvement processes to enhance institutional performance.

## VI. Performance Metrics

### Goal 1: Partnerships

**Industry Partnerships:** Establish partnerships with at least three local companies annually, ensuring alignment with high-demand industries and academic programs.

**Enrollment Growth from Partner Schools:** Achieve a 10% year-over-year increase in enrollment from newly partnered schools participating in advanced pathway programs.

**High-Demand Industry Initiatives:** Launch programs in two additional high-demand industries with a combined enrollment goal of 50 students across these programs within five years.

### Goal 2: Equitable Student Experience

**Application Growth:** Increase applications from international students and student-athletes by 2%.

**Mental Health Support Services:** Achieve 30 student counseling sessions per month by Fall 2024, increasing to 50 sessions per month by Fall 2025.

**Basic Needs Support Awareness:** Ensure all students have access to essential resources by providing comprehensive information on Basic Needs support through multiple communication channels across campus.

**On-Demand Mental Health Resources:** Reach 200 student appointments engaging with on-demand mental health and wellness services annually.

**DEI Training Participation:** Ensure 100% of faculty and staff complete DEI training within three years.

**CSTEP Engagement:** Conduct at least 35 student activity offerings annually to support underrepresented students in STEM fields.

**Accessible Technology Utilization:** Increase the number of students with disabilities using technological services, including adaptive equipment, automated registration, and alternative testing scheduling, by 25%.

**Student Engagement Hub Development:** Transform a campus area into a centralized hub for student engagement, learning, and support, with ongoing student surveys to drive improvements and measure sense of belonging.

### Goal 3: Enrollment Management and Retention

**Enrollment Growth:** Achieve a 5% annual increase in new student enrollment, focusing on both traditional and non-traditional student populations.

**Retention Rates:** Improve retention rates to 53% by Fall 2024.

**Fall-to-Spring Persistence Growth:** Strengthen student retention efforts to improve the transition from fall to spring for new matriculated students, with a focus on continuous annual improvements to support academic success and degree completion.

**Graduation Rates:** Increase graduation rates by 20% over the strategic plan period.

**Early Alert System Usage:** Ensure 90% of faculty actively utilize the early alert system to identify and support at-risk students.

**Brand Recognition Enhancement:** Strengthen brand presence within the service area by increasing prospective student familiarity through a targeted digital and physical advertising campaign, driving higher engagement and enrollment.

**Out-of-Area Enrollment Growth:** Expand recruitment efforts to increase the number of new students from outside the service community through targeted outreach, partnerships, and enhanced marketing strategies.

**Adult Learner Enrollment Growth:** Increase the number of adult learners aged 25 and older through targeted outreach, flexible program offerings, and enhanced support services to improve accessibility and retention.

#### Goal 4: Transform

**HyFlex Faculty Training:** Train 25% of faculty in HyFlex instructional methods by the end of FY 2025.

**HyFlex Program Expansion:** Launch HyFlex courses in at least two new programs by spring 2026.

**Grant Funding Secured:** Secure at least three grant awards annually to support transformative projects and secure external funding.

**Cybersecurity Program Growth:** Increase student enrollment in the cybersecurity program annually, with measurable improvements in graduate job placement rates.

**Targeted Marketing for High-Demand Tech Programs:** Implement a targeted marketing plan to increase enrollment in high-demand programs, including HVAC, Electrical Technology, and Agribusiness (Cannabis-Hemp), with measurable growth in student applications, retention, and job placement rates.

**Non-Tuition Revenue Growth:** Increase FMCC's non-tuition revenue by 25% by 2026 through grant applications, continuing education programs, and facility rentals to local businesses and community organizations.

**Institutional Data Management:** Strengthen FMCC by hiring and training a new Director to oversee institutional data collection and utilization by Fall 2025.

**Technology Infrastructure and Online Learning Enhancement:** Upgrade FMCC's internet bandwidth and server capacity, improve the integration of the Learning Management System (LMS) with student records, and provide dedicated tech support and training to enhance the online learning experience and streamline academic operations.

## VII. Timeline for Implementation (2021-2026)

### Goal 1: Partnerships

#### Identity Rebrand

**2022:** Launch brand identity development and digital advertising campaigns.

**2023:** Expand outreach through community events.

**2024:** Achieve a 30% increase in prospective student familiarity within the service area.

#### Employer Partnerships

**2022:** Conduct industry analysis and outreach.

**2026:** Partner with local employers to begin high impact initiatives.

**2026:** Expand partnerships to additional industries.

### Goal 2: Equitable Student Experience

#### Cultural Awareness Training

**2022:** Build and pilot cultural awareness training workshops.

**2024:** Achieve 100% faculty and staff participation in cultural sensitivity training.

### **Sense of Belonging**

**2023:** Renovate library spaces and establish "The Commons" as a student engagement hub.

**2024:** Move disability services to an accessible location and measure improvements in students' sense of belonging.

**2024:** Develop a campus-wide initiative to inform all students of Basic Needs support through email, social media, and orientation sessions

### **Mental Health Support**

**2022:** Identify and promote mental health services on campus.

**2025:** Hire a part-time mental health counselor.

**2025:** Number of visits to seek academic support and counseling services.

**2025:** Increase mental health support by 50% and launch an online wellness platform.

## **Goal 3: Enrollment Management and Retention**

### **Enrollment Increase**

**2023:** Develop recruitment programs focused on international students and student-athletes through specialized marketing and partnerships.

**2023:** Launch career-focused programs to support enrollment growth.

**2025:** Expand digital marketing and outreach campaigns to recruit students from outside FMCC's primary service region.

**2025:** Implement a targeted marketing plan for high-demand tech programs, including HVAC, Electrical Technology, and Agribusiness, to increase student enrollment and job placement.

**2026:** Implement dual admission programs and high school outreach initiatives.

**2026:** Double enrollment yield for high school graduates from Fulton and Montgomery counties from 13% to 26%.

### **Academic Support**

**2023:** Achieve 80% of faculty participation in early alert system.

**2025:** Implement an early alert system and develop clear career pathways.

## **Goal 4: Transform**

### **Technology**

**2023:** Upgrade infrastructure and purchase assistive technology software "Accommodate" to support students with disabilities.

**2023:** Ensure 25% more students with disabilities utilize technological services.

**2024:** Expand cybersecurity program enrollment through partnerships with local employers and workforce training programs.

**2026:** Improve learning platforms, expand tech support, and implement assistive technologies in common areas.

### **Non-Tuition Revenue**

**2025:** Initiate grant acquisition strategies.

**2026:** Expand facility rental programs.

**2026:** Increase non-tuition revenue by 25% through expanded grant funding and facility rentals.

### **HyFlex Implementation**

**2021:** Begin faculty training for HyFlex instructional models.

**2025:** Implement HyFlex models across 40% of degree programs to boost accessibility and completion rates.

This timeline aligns strategic projects with the core goals to ensure continuous progress towards SUNY FMCC's mission and vision.