

Proposed Fullerton College Mission (Approved Faculty Senate 11/3, Approved Classified Senate 11/8, Pending PAC Approval)

Fullerton College advances student learning and achievement by developing clear pathways for students from our diverse communities who seek educational and career growth, certificates, associate degrees, and transfer. We build a supportive and inclusive environment for students to be successful learners, responsible leaders, and engaged community members. We dismantle oppressive institutional structures in order to achieve educational justice.

Proposed Core Values

Core Value #1: Access

- **Diversity** – We embrace diversity in our community and work to build on the strengths and opportunities it brings. We recognize that diversity is intersectional with multiple dimensions.
- **Equity** – We commit to equity for all we serve by eliminating injustices and barriers to students' educational and career goals.
- **Inclusivity** – We design our planning and decision-making processes to include all stakeholders
- **Antiracism** - We recognize that institutional barriers based on perceived racial categories were erected over centuries and we commit to identifying and dismantling them.

Value #2: Community

- **Belonging** – We promote belonging and connection that fosters the well-being of those on our campus and surrounding areas.
- **Responsibility** – We accept our responsibility for the betterment of the world by identifying opportunities for leading our community to respond to local issues.
- **Respect** – We support an environment of mutual respect.
- **Compassion** - We attend to our students as whole people, identifying their changing needs personally, academically, and professionally. We adapt the institution in response to our shared understanding of who our students are and what they need.

Value #3: Learning

- **Growth** We create an environment where personal and professional growth is expected, supported, and rewarded for all members of our community.
- **Intellectual Curiosity** - We encourage each other to ask questions that drive further inquiry, research, and experimentation.
- **Excellence** – We hold ourselves accountable to high standards.

Next Step in the 2023-2025 Strategic Planning Process

Institutional Integrity Committee (IIC), with support from the Office of Institutional Effectiveness (OIE), has developed a **draft** set of college-wide goals and objectives based on the [ones approved by PAC in spring 2019](#). OIE recommended that the goals/objectives be tied to statewide goals found in the Vision for Success, Student Centered Funding Formula, and Student Equity Metrics ([data here](#)). They also recommend that the objectives should be S.M.A.R.T (see Appendix A).

Feedback for College-Wide Goals and Objectives

IIC co-chairs will be connecting with various planning bodies on campus in order to help improve key objectives that are listed in the document. In particular, IIC is looking to align the objectives with work being done across campus, such as the Student Equity 2.0 Plan and the Sustainability Tracking, Assessment & Rating System (STARS). IIC will request feedback from these committees throughout November in preparation for the forums at the end of the month (dates below). You can find the dates and committees in the [OIE Planning Activities page](#). Ultimately, a set of goals and objectives, along with OIE recommended metrics, will be shared with Faculty and Classified Senates in February 2023 for feedback, and then shared at PAC for approval.

College-Wide Forum Information

IIC will be hosting two events to solicit further feedback on the goals and objectives before they are shared to governance bodies at the start of the Spring 2023 academic term. You can RSVP (optional) here: <https://bit.ly/FCGoalsForum22>

November 29, 2022: Draft Strategic College Goals and Objective Open Forum

Location: Room 224

Time: 2:00 PM - 3:30PM

November 30, 2022: Draft Strategic College Goals and Objective Online Open Forum

Zoom Link: <https://fullcoll-edu.zoom.us/j/84048411836>

Zoom Meeting ID: 840 4841 1836

Time: 9AM-10:00AM

FIRST DRAFT of 2023-2025 College-Wide Strategic Goals and Objectives (IIC Approved 11/8/2022)

Goal #1: Success for Every Student			
Old Text: Promote Success for Every Student: Fullerton College will prepare students for success through the development and support of exemplary programs and services.			
New Text: Fullerton College will support students in achieving their educational and career goals.			
Old Objectives	New Objectives	Related Core Values	Source(s)
Create a clear pathway for every student	Improve the completion of transfer-level math and English in students' first year.	#1 Access, #3 Learning	Vision for Success/SCFF FC Local Vision Goals Guided Pathways
Enhance workforce training opportunities	Increase the number of students earning an Associate Degree or Associate Degree for Transfer	#1 Access, #3 Learning	Vision for Success/SCFF FC Local Vision Goals Guided Pathways
Improve student critical thinking skills	Increase the number of students earning Career and Technical Education (CTE) degree and certificates.	#1 Access, #3 Learning	Vision for Success/SCFF FC Local Vision Goals Guided Pathways
Increase completion of courses, certificate and degree programs, and transfer-readiness	Increase the number of students who transfer to a four-year university within one year of leaving the College.	#1 Access, #3 Learning	Vision for Success/SCFF FC Local Vision Goals Guided Pathways
Encourage completion of degrees for students enrolled in Career Technical programs	Increase the number of students who earn a regional living wage after exiting the College.	#1 Access, #3 Learning	Vision for Success/SCFF FC Local Vision Goals Guided Pathways
	Increase the number of CTE graduates who are employed in a job closely related to their field of study	#1 Access, #3 Learning	Vision for Success FC Local Vision Goals Guided Pathways
	Increase efficiency for students who are pursuing an Associate Degree or an Associate Degree for Transfer.	# 1 Access	Vision for Success FC Local Vision Goals Guided Pathways

Goal #2: Ensure equitable access and outcomes

Old Text: Cultivate a Culture of Equity: Fullerton College will strengthen and support a diverse and inclusive campus culture.

New Text: Fullerton College will use an inclusive and race-conscious approach to address persistent equity gaps.

Old Objectives	New Objectives	Related Core Values	Source(s)
Remove institutional barriers to student equity and success	Decrease equity gaps for Black students in successful enrollment, first-year English and math completion, fall to spring persistence, Vision for Success completion, and transfer attainment.	#1 Access #3 Learning	Vision for Success Student Equity and Achievement Plan (SEA 2.0)
Increase equity in hiring and training	Decrease equity gaps for Latina/o/x students in first-year English and math completion, and transfer attainment.	#1 Access #3 Learning	Vision for Success SEA 2.0
Increase outreach to and recruitment of students from underserved populations	Increase usage of basic needs support for housing, food insecurity, and mental health.	#1 Access #2 Community	Survey Inquiry Group Guided Pathways
Foster a sense of belonging where all are welcome and student basic needs are addressed	Improve the sense of belonging and mattering for students of color.	#1 Access #2 Community	Survey Inquiry Group Guided Pathways

Goal #3: Strengthen Connections with Our Community

Old Text: Fullerton College will develop and strengthen collaborative projects and partnerships with educational institutions, civic organizations, and businesses in North Orange County and beyond.

New Text:

Old Objectives	New Objectives	Related Core Values	Source(s)
Create and expand partnerships with local K-12 and higher education institutions	Increase equitable access to Dual Enrollment courses and Pathway programs offered at local high schools.	#1 Access #2 Community #3 Learning	Student Centered Funding Formula Title V Grant Enrollment Management Workgroup
Create and expand relationships with local businesses and civic organizations	Increase the percentage of local high school graduates successfully enrolling at Fullerton College	#1 Access #2 Community #3 Learning	SEA 2.0
Be a cultural hub for the local community	Increase enrollment for student populations that disproportionately left the College after the start of the COVID-19 pandemic.	#1 Access #2 Community #3 Learning	SEA 2.0 Enrollment Management Workgroup
	Increase collaboration around transfer pathways with local four-year universities.	#1 Access #2 Community #3 Learning	Vision for Success Guided Pathways
	Increase campus sustainability efforts to reduce the College's environmental impact.	#2 Community #3 Learning	AP350/Sustainability Framework
	Create and expand relationships with local businesses and civic organizations.	#1 Access #2 Community #3 Learning	NOCCCD Strategic Directions

Goal #4: Commit to Accountability and Continuous Quality Improvement

Old Text: Fullerton College will continually improve operational efficiency and effectiveness to ensure delivery of high quality instructional and support programs.

New Text:

Old Objectives	New Objectives	Related Core Values	Source(s)
Promote transparency in the shared governance structure and decision-making processes	Align the planning and resource allocation processes to increase participation from campus stakeholders.	#1 Access #3 Community	Academic Senate Anti-Racism Taskforce Accreditation Steering Committee
Ensure financial, physical, and technological resources are available to maintain necessary services and programs	Improve technological infrastructure to support flexible course schedules.	#1 Access #3 Learning	Enrollment Management Workgroup NOCCCD Strategic Directions Distance Education Strategic Plan
Provide professional and career development opportunities for students, faculty and staff	Improve accessibility for students and employees in the physical and online space.	#1 Access #3 Learning	Distance Education Strategic Plan NOCCCD Strategic Directions
	Create a clear, comprehensive, and inclusive staffing prioritization process.	#1 Access	Academic Senate Anti-Racism Taskforce
	Increase DEIA-focused professional development opportunities for full-time and part-time faculty and staff.	#1 Access #3 Learning	Academic Senate Anti-Racism Taskforce Survey Inquiry Group Guided Pathways, SEA 2.0

Appendix A: Mission, Goals, Objectives, and Outcomes Explainer

Mission Statement: It is a short statement that explains the purpose of your program/institution, what services it provides and to whom it provides those services. The mission statement is a way to communicate direction to employees and other stakeholders. The College's mission statement should be aligned with the District's mission/goals, and a program's mission statement should be aligned with the College's mission/goals.

Goals: These are broad, general statements of what your institution/program intends to accomplish. They should be long-term in scope and provide overarching direction to your institution/program. Goals do not need to be measurable. It is key that your goals are aligned with the mission of your institution/program.

Objectives: These are brief, clear statements of what your institution/program will do to accomplish your goal(s). Unlike your goals, these are activities that you want to accomplish in the short/medium term. Each objective adds to the completion of the whole goal. Ideally, you should setup S.M.A.R.T objectives:

- **Specific:** clearly defined and understood.
- **Measurable:** an objective that can be quantified and has a means of demonstrating the measurement.
- **Achievable:** an objective that is achievable within the timeframe, the available resources, etc.
- **Relevant:** should be related to the program activity and aligned with the goal(s)
- **Time-bound:** should have a timeframe, specific date given, or frequency

Outcomes: These are the benefit(s) or change(s) resulting from meeting your objectives. They are statements about what a client will experience, receive, or know as a result of a given service. Outcomes address the following questions:

- Who or what will be changed?
- What is the nature of the change?
- How much change will occur?
- When will the change take place?