The Board of Regents recognizes five (5) **Strategic Institutional Outcomes** (SIOs) for the COM-FSM Vision. These outcomes align the Vision with the Mission and serve as a framework to assess the performance of the strategic plan. These Strategic Institutional Outcomes call for COM-FSM to:

* **Emphasize Academic Offerings in Service to National Needs**
* **Focus on Student Success**
* **Be Financially Sound, Fiscally Responsible, and Build Resources in Anticipation of Future Needs**
* **Invest in and Build a Strong Capacity in Human Capital**
* **Be a Learning Organization that Exemplifies Participatory Governance**

Over a period of 6 months the Board of Regents has watched with care and reflected on the thoughtful dialog which has taken place within the institutional visioning process. The Regents now offer their input to help shape the final strategic direction of COM-FSM’s shared Vision – a vision we all believe will inspire and guide the College along its journey for the next five (5) years. The Regents have collaboratively identified eighteen (18) elements that help define an aspirational future – or destination – for the COM-FSM “canoe”. Collected and organized within the Strategic Institutional Outcomes framework (below), they are offered to the institutional visioning process for further reflection and discussion.

A final, but essential, point of emphasis is that COM-FSM must have as a central tenet of its visioning work that the College must achieve and maintain an accreditation that is without sanction and for the maximum six-year term allowed by the ACCJC.

The Regents look forward to receiving the final recommendations on institutional Vision at their Spring 2013 meeting.

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| **Emphasize Academic Offerings in Service to National Needs*** Build strong career/technical program offerings for non-college-bound students
* Offer 4 year program opportunities (perhaps in conjunction with accredited partners) in national priority needs
 | **Focus on** **Student Success*** Pursue excellence in student success
* Develop a balance between “access and success” with appropriate educational and career pathways for FSM students

 | **Be Financially Sound, Fiscally Responsible, and Build Resources in Anticipation of****Future Needs*** Create an allied foundation to raise funds and accumulate endowment assets for the college’s future
* Create diversified revenue sources
	+ from public resources at the state, national, and international levels
	+ from individual, business, corporate, and foundation gifts
	+ from strategic grant-writing
	+ from tuition and fee strategies
	+ by building and maintaining reserves for strategic purposes
 | **Invest in and Build a Strong Capacity in** **Human Capital** * Support and strengthen faculty through establishing aspirational goals for credentialing and funding faculty development
* Build strong local administrative and leadership capacity

Develop aspirational, equitable long-term benchmarks | **To Be a Learning Organization that Exemplifies Participatory Governance*** Be typified by effective, integrated, and broad-based strategic planning
* Engage in meaningful and regular dialog about educational outcomes and institutional effectiveness
* Value and exhibit collaboration and good teamwork
* Manifest broad-based participation at every level of the institution and with stakeholders
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