



SOUTHWESTERN  
MICHIGAN COLLEGE

# STRATEGIC PLAN

2024-2026

## Mission

The mission of Southwestern Michigan College is to serve our community by providing affordable, local access to high-quality postsecondary career preparation and college education—including the total college-life experience.

## Motto

Knowledge for All

## College Goals

**Student Growth and Success:** The academic success of our students has been an expressed college-wide goal for more than two decades. Our motto, dating back to 1964, is “Knowledge for All.” Today, this means more than just local access to college education and postsecondary preparation. In addition, the “total college-life experience” requires a commitment to student development inside and outside the classroom.

**Internal Quality Improvement:** The college’s core values beckon us to provide students with 21st century services, to ensure high quality in all activities, and to wisely steward resources. Continuous improvement in all departments, whether academic, service, or support is a self-expectation.

**Organizational Growth and Success:** The college is made up of people: students, faculty, and staff. Our core values require us to manage all our resources, including our human resources, by promoting growth, satisfaction, and empowerment.

**Financial Stewardship:** The college is the recipient of direct fiscal resources from tuition and fees, state assistance, and, thanks to the generosity of the district’s taxpayers, property taxes.

## PURPOSEFUL PROGRAMS

### STRATEGY

Develop and sustain purposeful academic programs to support enrollment

**STRATEGY LEAD:**  
David Fleming

### STRATEGIC INITIATIVES

Develop and offer targeted strategic streamlined programs that lead to post graduation success

Increase the number of existing programs to online option

### KEY PERFORMANCE INDICATORS

Enrollment In existing programs

Enrollment in new programs

Percent of general study graduates of total AA/AS graduates

AAS and certificate graduates employment rate

Enrollment in online programs

## COMMUNITY ENGAGEMENT

### STRATEGY

Enhance community engagement

**STRATEGY LEAD:**  
Mike O'Brien

### STRATEGIC INITIATIVES

Increase alumni engagement with college

Benchmark current community events

Conduct SMC economic impact study on Cass County

### KEY PERFORMANCE INDICATORS

Number of on-campus community events

Local enrollment

Annual donations

Capital campaign donations

## ENROLLMENT GROWTH

### STRATEGY

Achieve enrollment growth of 10% over the next three years

**STRATEGY LEAD:**  
Katie Hannah

### STRATEGIC INITIATIVES

Data driven recruitment plan for region assignment

Develop and implement an enrollment growth strategy for Indiana high school seniors

Add a new women's sport for Title IX compliance

Engage industries in industrial partnerships

Identify and launch unique club sports

### KEY PERFORMANCE INDICATORS

Student enrollment by headcount

Enrollment of Indiana high school students

Pre-apprenticeship academies

Enrollment of Cass County high school students

## FINANCIAL STABILITY

### STRATEGY

Maintain SMC's financial stability

**STRATEGY LEAD:**  
Susan Coulston

### STRATEGIC INITIATIVES

Build evaluation process initiative for current and new programs, academic and non-academic

Link strategic plan to budget process for both capital and operating budget

### KEY PERFORMANCE INDICATORS

Net Revenues-General Fund

Net Revenues-Housing

General Fund Balance

Housing Fund Balance

Capital Fund Balance

Industry Quantitative Indicators

## STUDENT SUCCESS

### STRATEGY

Increase student retention and success

**STRATEGY LEAD:**  
Katie Hannah

### STRATEGIC INITIATIVES

Close retention gap for under-represented groups

Analyze current retention, identify gaps, and develop initiatives to increase retention rate

Develop coordinated support services and resources for under prepared students

Administer and analyze student satisfaction survey annually

### KEY PERFORMANCE INDICATORS

Student retention

Student retention degree seeking

Retention of underrepresented

Overall student completion rate

Student satisfaction ratings

## FACILITY UTILIZATION

### STRATEGY

Utilize facilities efficiently

**STRATEGY LEAD:**  
Jason Smith

### STRATEGIC INITIATIVES

Develop long range plan for Niles Campus

Identify mixed use partners

Complete Lyons Building renovation and associated programs

Identify opportunities for expansion of on-campus housing

### KEY PERFORMANCE INDICATORS

Average number of classes per classroom in Niles

Scheduled contact hours per week per Niles operational hours

Average number of classes per classroom in Dowagiac

Scheduled contact hours per week per Dowagiac operational hours

Rental revenues

Leasing revenues

## VALUE HUMAN CAPITAL

### STRATEGY

Value and maximize SMC's human capital

**STRATEGY LEAD:**  
Kristin Reynolds

### STRATEGIC INITIATIVES

Build a culture of trust, collegiality, and professionalism

Provide more competitive salaries

Develop process to get deeper pool of job applicants

Develop new performance review system

### KEY PERFORMANCE INDICATORS

Employee satisfaction index

Voluntary employee turnover rate

Number of job fairs attended

Average applications per job posting (not including students)