



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

**STRATEGIC INITIATIVES**

Ensure that all academic degree/certificate programs lead to post graduation success, defined as either obtaining a job or transferring to a university

Increase the number of existing programs to online only option

Develop new programs or pathways for the large number of health services students who often cannot get into nursing and subsequently quit

Develop a more defined general education/general studies pathway or certificate

Engage industries in industrial partnerships

**KEY PERFORMANCE INDICATORS**

Enrollment in new programs

AAS and certificate graduates employment rate

Number of enrollments in online only programs

Pre-apprenticeship Academy (Robotics)

**COMMUNITY ENGAGEMENT**

**STRATEGY**

Enhance community engagement

**STRATEGIC INITIATIVES**

Increase alumni engagement with college

Benchmark current community events

Conduct SMC economic impact study on Cass County

Conduct longitudinal economic impact study for SMC Athletics

Complete a capital campaign for needed athletics and performing arts venues

**KEY PERFORMANCE INDICATORS**

Number of on-campus community events

Number of off-campus community events with college involvement

Local enrollment of high school students

Local enrollment—% of total student body

Annual donations

Capital campaign donations

**ENROLLMENT GROWTH**

**STRATEGY**

Enrollment growth

**STRATEGIC INITIATIVES**

Data driven recruitment plan for region assignments

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

Add a new women's sport(s) for Title IX compliance

Identify and launch unique club sports

Collaborate with HSISD to create and implement a plan to increase Cass County dual enrollment

**KEY PERFORMANCE INDICATORS**

Student enrollment by headcount

Enrollment of Indiana high school students

Number of degree-seeking applications

Enrollment of adult students

Enrollment of Cass County June graduates

Dual Enrollment pull-through to FTIAC

Enrollment of Cass County dual enrollment students

**FINANCIAL STABILITY**

**STRATEGY**

Maintain SMC's financial stability

**STRATEGIC INITIATIVES**

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

Create optimal size model

Complete Zollar wrestling room facilities, Lyons Building renovation, and associated programs

Identify opportunities for expansion of on-campus housing

**KEY PERFORMANCE INDICATORS**

Gross Revenues—General Fund and Housing

Net Revenues—General Fund and Housing

General Fund Balance  
Housing Fund Balance

Capital Fund Balance

Industry Quantitative Indicators

**STUDENT SUCCESS**

**STRATEGY**

Increase student retention and success

**STRATEGIC INITIATIVES**

Close retention gap for underrepresented 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 (FTIAC)

Student retention degree-seeking

Retention of underrepresented groups

Overall student completion rate

Student satisfaction ratings

**OPERATIONAL EFFICIENCY**

**STRATEGY**

Maximize operational efficiency

**STRATEGIC INITIATIVES**

Right size the number of IT PC assets in production

Right size the number of telephones in production

Reduce the dependency on IT human resources for covering external special events hosted by the college

Implement a cost recovery model for external special events hosted by the college

**KEY PERFORMANCE INDICATORS**

Number of PCs dedicated to instructional delivery

Number of PCs dedicated to administrative delivery

Current number of physically assigned telephones

Number of external special events requiring IT human resource availability

**VALUE HUMAN CAPITAL**

**STRATEGY**

Value and maximize SMC's human capital

**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)