



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.

## ACADEMIC 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 by Community College 3.0, which means either immediate employment or successful transfer to a four-year college or university

Evaluate all “transfer programs” and articulation agreements to ensure they are leading to post-graduation success

Develop new programs or pathways for the large number of health services students who are not interested in nursing, not admitted to nursing, or stop out

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

### KEY PERFORMANCE INDICATORS

Enrollment in each SMC academic program

Post-graduate outcomes

Enrollment in transfer programs (partners and articulations)

## COMMUNITY ENGAGEMENT

### STRATEGY

Enhance community engagement

### STRATEGIC INITIATIVES

Increase alumni engagement with college

Revive Academic Speaker Series

Charles O. Zollar expansion

Conduct longitudinal economic impact study for SMC Athletics

Continue “Room to Grow” capital campaign

### KEY PERFORMANCE INDICATORS

Number of on-campus community events

Local enrollment of high school students

Local enrollment—% of total student body

Annual donations (Foundation and College)

Capital campaign pledges

## ENROLLMENT GROWTH

### STRATEGY

Enrollment growth

### STRATEGIC INITIATIVES

Execute data-driven recruitment plan for region assignments

Create and implement new admissions events focused on yielding and pull-through

Create additional initiatives to increase service to adult students

Collaborate with HSISD to create and implement a plan to increase Cass County dual enrollment overall, specifically focusing on CTE Academies and EMC

### KEY PERFORMANCE INDICATORS

Student enrollment by headcount

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

Roster size for men’s and women’s cross country/ track and field and women’s wrestling

## FINANCIAL STABILITY

### STRATEGY

Maintain SMC’s financial stability

### STRATEGIC INITIATIVES

Build evaluation process for new grants

Create optimal size model

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

Evaluate Third Party Partnerships for financial or operational efficiencies

Reduce spending in future budget years by 1%

### KEY PERFORMANCE INDICATORS

Gross Revenues—General Fund

Gross Revenues-Housing

Net Revenues—General Fund

Net Revenues-Housing

General Fund Balance

Housing Fund Balance

Capital Fund Balance

Wrestling Room-On Time and On Budget

Lyons Phase 1-On Time and On Budget

Student Loan Default Rate

Industry Quantitative Indicators

## STUDENT SUCCESS

### STRATEGY

Increase student retention and success

### STRATEGIC INITIATIVES

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

Develop coordinated support services and resources for students

Revamp EDUC 120 course, which is required for all degree-seeking students

Administer and analyze student satisfaction survey annually

### KEY PERFORMANCE INDICATORS

Student retention (FTIAC)

Retention of degree-seeking students

Retention of at-risk students

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

Develop structure and policies to guide implementation of AI solutions across a range of college activities

### KEY PERFORMANCE INDICATORS

Number of PCs dedicated to instructional delivery

Current number of physically assigned telephones (land lines)

Number of external special events requiring IT human resource availability

Increase the use of AI to streamline various processes

## VALUE HUMAN CAPITAL

### STRATEGY

Value and maximize SMC’s human capital

### STRATEGIC INITIATIVES

Improve employee pay and training opportunities

RFP for new applicant tracking system

Conduct a nationwide Presidential search

### KEY PERFORMANCE INDICATORS

Employee satisfaction index

Time to fill

Voluntary employee turnover rate

Average applications per job posting (not including students)