MID-STATE STRATEGIC PLAN

Moving Forward Together
2020-2025

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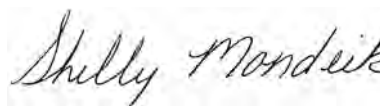
A MESSAGE FROM PRESIDENT DR. SHELLY MONDEIK

On behalf of Mid-State Technical College, I am pleased to share with you the Board of Directors' Strategic Plan for 2020-2025.

Student-focused and community-based, Mid-State serves a resident population of approximately 172,000 in central Wisconsin with campuses in Adams, Marshfield, Stevens Point, and Wisconsin Rapids. Mid-State is the higher education destination of choice for over 6,900 people in central Wisconsin, offering associate degrees, technical diplomas, certificates, workforce training, and continuing education.

Higher education across the nation is undergoing historic changes. Mid-State is proactively addressing these changes through dynamic strategic planning, innovative practices, and evolving technologies to ensure a high-quality and relevant college education.

This plan establishes pillars for the College, guides operations, and aligns with our Key Results. Mid-State's emphasis on student-centeredness, continuous improvement, responsiveness to local workforce needs, and collaboration with our many community partners creates an environment that fosters student success. Our students, local employers, communities, and the region's economy all benefit as a result.

Sincerely,

Dr. Shelly Mondeik, President

PROVIDING LEADERSHIP & DIRECTION

MID-STATE BOARD OF DIRECTORS
- Robert Beaver, Friendship (Chairperson)
- Betty Bruski Mallek, Junction City
- Kristin Crass, Stevens Point (Vice Chairperson)
- Craig Gerlach, Nekoosa
- Justin Hoerter, Stevens Point
- Richard Merdan, Wisconsin Rapids
- Lynneia Miller, Marshfield (Secretary)
- Gordon Schalow, Marshfield
- Charles Spargo, Friendship (Treasurer)

MID-STATE STRATEGIC PLAN EXECUTIVE SUMMARY

Mid-State's 2020-2025 Strategic Plan represents the evolution of the past strategic plan and is the result of an extensive intentional data collection process and validation by Mid-State employees, the Mid-State Board of Directors, business and industry partners, community agencies, K-12 districts, and academic transfer institutions. Appendix A provides definitions of terms used throughout the Strategic Plan. Details on the strategic planning process can be found in Appendix B.

In spring 2020, Mid-State completed the strategic planning cycle for 2020-2025. The five-year strategic planning process started with the collection of constituency feedback, followed by data analysis by a 22-member strategic planning committee, completion of a five-year strategic plan, and communication and dissemination of the Strategic Plan to stakeholders. Despite a state of Wisconsin Safer at Home order to stop the spread of COVID-19, all strategic planning deliberations and subsequent feedback gathering sessions occurred, using interactive technology. After reviewing feedback and analyzing data, the Strategic Planning Committee determined that the College mission, vision, core values, and strategic directions were revalidated and remained relevant for the next five years.

The committee identified themes to be addressed within the current Strategic Plan:
• Partnership and Community Engagement

• Student Centeredness and Student Support

• Programs, Credentials, Course Offerings, and Pathways

• Flexibility

The results and themes were shared with students, faculty and staff, and College stakeholders through a series of online interactive webinars in early June 2020. After the webinars, the committee's final recommendation was brought to the Board of Directors. On June 15, 2020, the Board of Directors formally ratified the committee's recommendations.

Mid-State President Dr. Shelly Mondeik communicated the new *Moving Forward Together 2025* five-year Strategic Plan with all employees during the August 2020 in-service. Copies of the *Moving Forward Together 2025* Strategic Plan brochure, as well as the Strategic Plan Wheel, a visual representation of the 2020-2025 Strategic Plan, were shared with all employees and posted on the College's website.

STRATEGIC PLANNING TIMELINE AND EVOLUTION

Timeline

2015-2020

- Strategic Plan Established · · · · · · · · · · · · · · · O

June 2017-2018

- New President – Dr. Shelly Mondeik · · · · · · · ·

- Presidential One-on-One/Group Listening
  Sessions (input from staff, faculty,
  students, and community)

2018-2019

- Evaluation and Re-Alignment of
  2015-2020 Strategic Plan
  (developed 2019-2020 Strategic Plan)

- Board of Directors Ratified Mission, Vision,
  Core Values, and Strategic Directions

2019-2020

- Launch of 2019-2020 Strategic Plan · · · · · ·
  and *2020 Vision* · · · · · · · · · · · · · · · · ·

- Strategic Planning Process Activated

2020-2021

- Evaluation of the 2019-2020 Strategic Plan

- Board of Directors Ratified Mission, Vision,
  Core Values, and Strategic Directions

- Launch of 2020-2025 Strategic Plan · · · · · · · ·
  and ***Moving Forward Together 2025*** · · · · · · · ·

MISSION

VISION

STRATEGIC DIRECTIONS

STRATEGIC PLAN WHEEL

MOVING FORWARD TOGETHER 2025

Moving Forward Together 2025 **positions Mid-State Technical College to achieve its Mission, Vision, Strategic Directions, and Key Results.**

MISSION

Mid-State Technical College transforms lives through the power of teaching and learning.

VISION

Mid-State Technical College is the educational provider of first choice for its communities.

STRATEGIC DIRECTIONS

Through the pursuit of excellence and continuous improvement, the College will:

1. Provide responsive, flexible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.

2. Deliver dynamic, innovative solutions to provide a skilled workforce and enhance economic viability within the district as a community partner.

3. Strengthen K–12 partnerships to maximize student access and student success.

Mid-State Family Night at the Rafters, July 2019.

STRATEGIC PLAN WHEEL

- The 2020-2025 Strategic Plan Wheel is a visual representation of our strategic plan. The Strategic Plan Wheel starts with the inner-most circle and progresses through each circle ending with meeting the College's Key Results.

- The inner circle depicts each Mid-State student, representing our Core Value of Student Centeredness.

- We demonstrate and surround each student with the Core Values of Integrity, Commitment, Accountability, Respect, and Exceptional Service, exemplified by the acronym I-CARE.

- We exemplify our Core Values at all four Mid-State campuses: Adams, Marshfield, Stevens Point, and Wisconsin Rapids.

- At our four campuses, we focus on our pillars and work to achieve specific goals for Programs, K-12, Workforce, Continuing Education, and the District. Each pillar is represented by a specific color on the Strategic Plan Wheel. These colors are also represented in our operational plans.

- The outer-most circle of our Strategic Plan Wheel demonstrates the Key Results that we seek to accomplish: Organizational Effectiveness, Student Success, and Organizational Health.
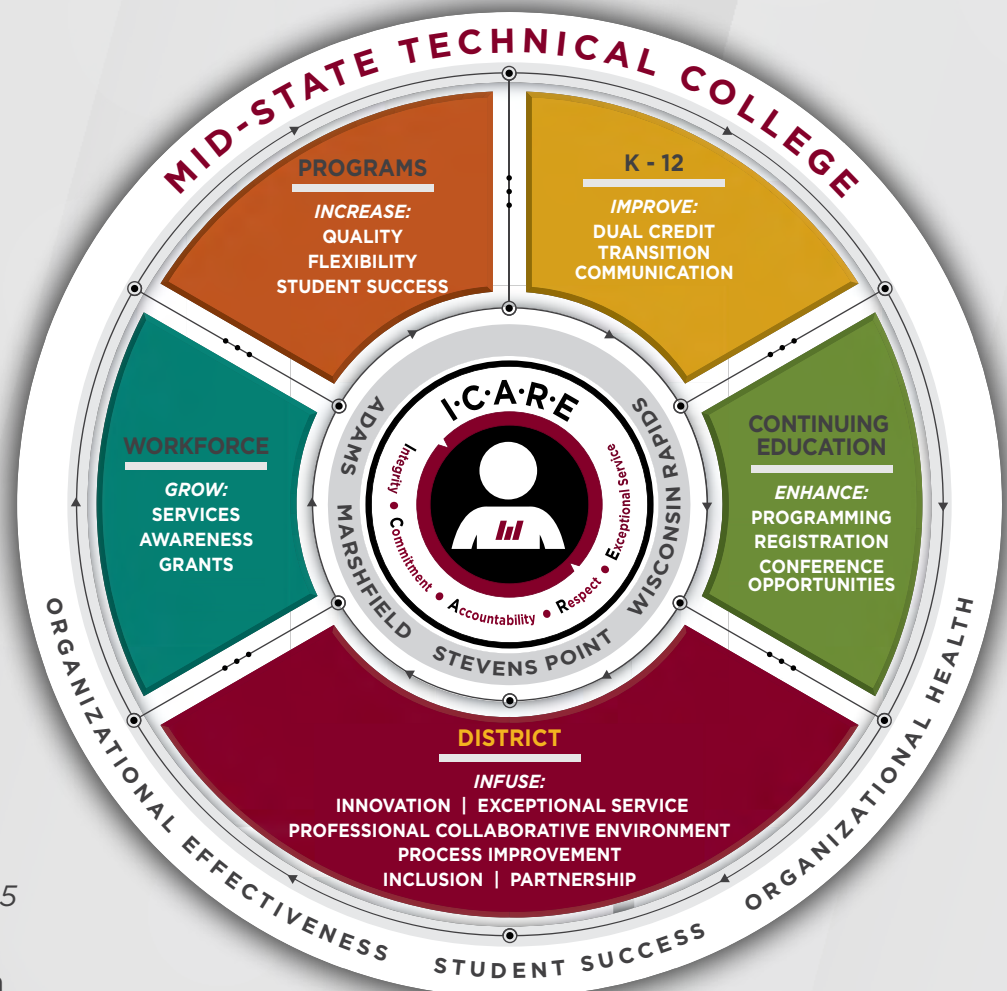
The following pages of the *Moving Forward Together 2025* Strategic Plan describe each circle within the Strategic Plan Wheel in more detail.

CORE VALUES

Mid-State Technical College is a principled organization that operates with high standards. As members of the Mid-State community, we work diligently to weave the following core values into the fabric of everything we do to positively impact those who seek our services.

I-CARE is an acronym for our Core Values. Student Centeredness, shown as a student, reminds us that the student is at the heart of what we do. Surrounding the student are the other Core Values, with the first letter of each spelling I-CARE: Integrity, Commitment, Accountability, Respect, and Exceptional Service.

STUDENT CENTEREDNESS

We value and respect each student as a unique individual. We assist each student in identifying and realizing their educational goals and work hard to create an accessible and dynamic learning environment. Providing each student with a positive educational experience is of vital interest to each of us.

INTEGRITY

Our actions and words signal the institutional integrity of our college. We embrace honesty and base our decision making on a combination of high ethical standards and practical considerations.

COMMITMENT

Our actions reflect our dedication to the people we serve and to the College. The success of Mid-State depends upon our skills and abilities to communicate, promote, and support our educational offerings, and meet the needs of our students and other stakeholders. We invest the time and energy necessary to fulfill the mission of the College and provide a healthy and safe environment.

ACCOUNTABILITY

We understand and value our individual roles in the College. We take responsibility for processes, decisions, and outcomes within our scope of influence. We work hard to apply our expertise to continuously improve our systems and strengthen organizational performance.

RESPECT

We appreciate individual differences and diverse opinions and work together to create a mutually supportive environment. We treat each person with dignity and appreciate the individual contributions of all.

EXCEPTIONAL SERVICE

We create and improve relationships through positive interactions with others. United by a common purpose, to support and improve learning, we collaborate to provide lifelong learning opportunities that enhance the well-being of individuals, businesses, and communities.

CAMPUS LOCATIONS

Mid-State Technical College is a rural multi-campus technical college located in central Wisconsin, proudly serving the district for more than 100 years. Mid-State's 2,500-square-mile district serves a resident population of 172,421 and includes all or parts of eight counties: Adams, Clark, Jackson, Juneau, Marathon, Portage, Waushara, and Wood. The Mid-State district is primarily located in three counties: Adams, Portage, and Wood County. Initially accredited in 1979, Mid-State is one of 16 regional colleges in the Wisconsin Technical College System (WTCS) with the main campus in Wisconsin Rapids and additional campus locations in Adams, Marshfield, and Stevens Point. Mid-State is known for being One College with Four Campuses.
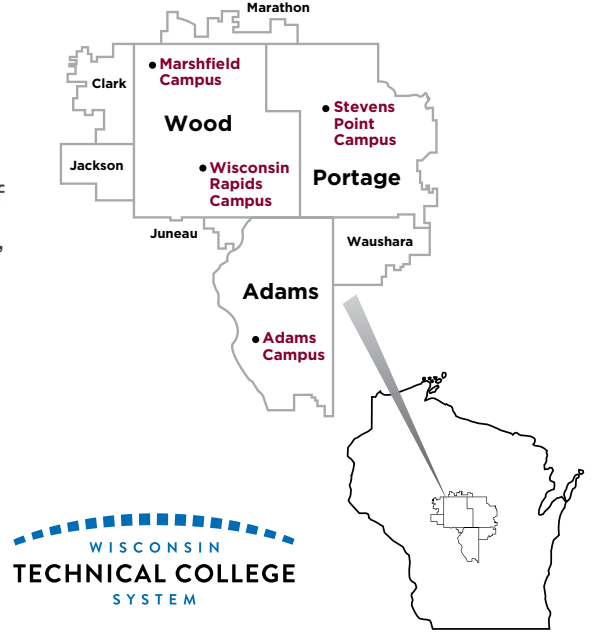
ADAMS CAMPUS
401 North Main
Adams, WI 53910

MARSHFIELD CAMPUS
2600 West 5th Street
Marshfield, WI 54449

STEVENS POINT CAMPUS
1001 Centerpoint Drive
Stevens Point, WI 54481

WISCONSIN RAPIDS CAMPUS
500 32nd Street North
Wisconsin Rapids, WI 54494

PILLARS

Mid-State has five overarching pillars or priorities that are founded in the College's Strategic Directions. Our Strategic Directions provide the framework for what we need to work on to achieve our Mission and Key Results.

Strategic Directions:

Through the pursuit of excellence and continuous improvement the College will...

1. Provide responsive, flexible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve. **Pillars: Programs and Continuing Education**

2. Deliver dynamic, innovative solutions to provide a skilled workforce and enhance economic viability within the district as a community partner. **Pillar: Workforce**

3. Strengthen K-12 partnerships to maximize student access and student success. **Pillar: K-12**
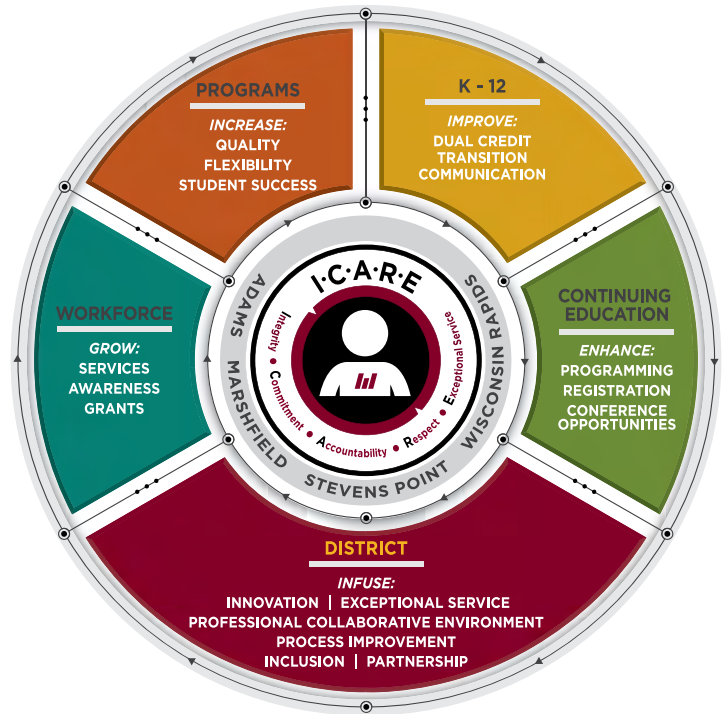
The fifth **Pillar, the District**, serves as a focal point for broad goals and actions that go beyond programs, K-12, workforce development, and continuing education and affect the entire Mid-State district.

In *Moving Forward Together 2025*, each pillar has specific goals to be achieved in the next five years. Specifically:

- **Programs** – Increase quality, flexibility, and student success.
- **K-12** – Improve dual credit opportunities, transition rate, and communication.
- **Workforce** – Grow services, awareness, and grants.
- **Continuing Education** – Enhance programming, registration and conference opportunities
- **District** – Infuse innovation, exceptional service, a professional collaborative environment, process improvement, inclusion, and partnership.

With these pillars in place, Mid-State targets our efforts, actions, and resources effectively and efficiently to achieve our Key Results.

KEY RESULTS

Mid-State's Strategic Plan is designed to achieve the College's Key Results. The Key Results and metrics are documented on a dashboard. Key Results include Organizational Effectiveness, Student Success, and Organizational Health.

Organizational Effectiveness is measured by full-time equivalent (FTE) students, student headcount, and service ratio and reflects the extent to which the College is serving students, meeting the workforce needs of our business partners, and improving the economic viability of district communities. **Student Success** is measured by well-established metrics including course and program completion, retention and persistence, and job placement. **Organizational Health** is measured by the score on a MindSet Survey, a nationally benchmarked survey reflecting employee engagement. (Beginning in 2021-2022, benchmarks for in-service satisfaction, employee retention, equity measures, employee engagement, and a fiscal metric will be considered).
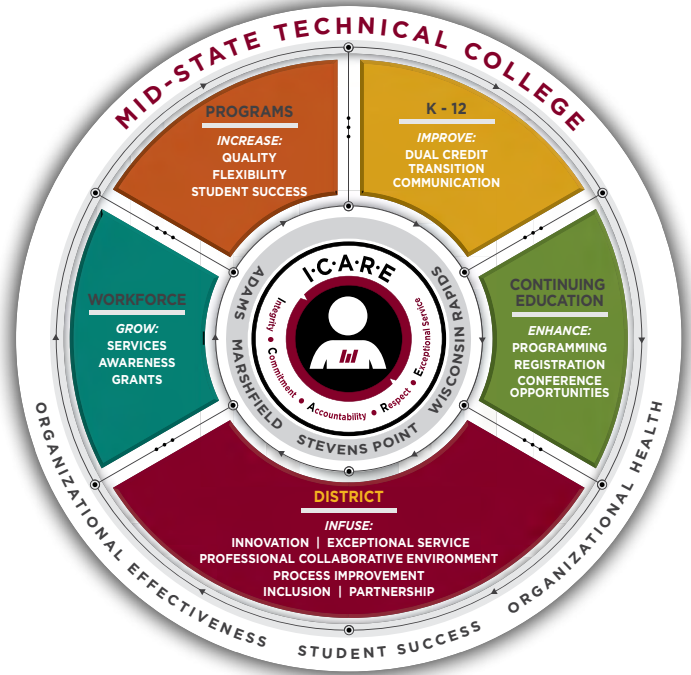
In addition to these Key Results, metrics have been established for the K-12, Workforce Development, and Continuing Education pillars. These metrics support the College's Key Results, as achievement of these goals leads to increased enrollment and student success.

K-12 Outreach established metrics for high school transition rate, the number of dual credits granted in high schools across our district, and the monetary value of the dual credits granted. These metrics support our high school students by creating a pathway to post-secondary education at Mid-State and reducing time and financial barriers associated with completing a college credential.

Workforce Development established four metrics that exemplify the College's commitment to serving business and industry partners in our district and providing skilling and upskilling training for incumbent workers. These metrics include revenue earned through customized training and technical assistance support, partnering on Workforce Advancement Training Grants, FTE for contract training, and serving businesses through contracts.

Continuing Education includes two metrics. These metrics encompass FTE and headcount for professional development and enrichment classes.
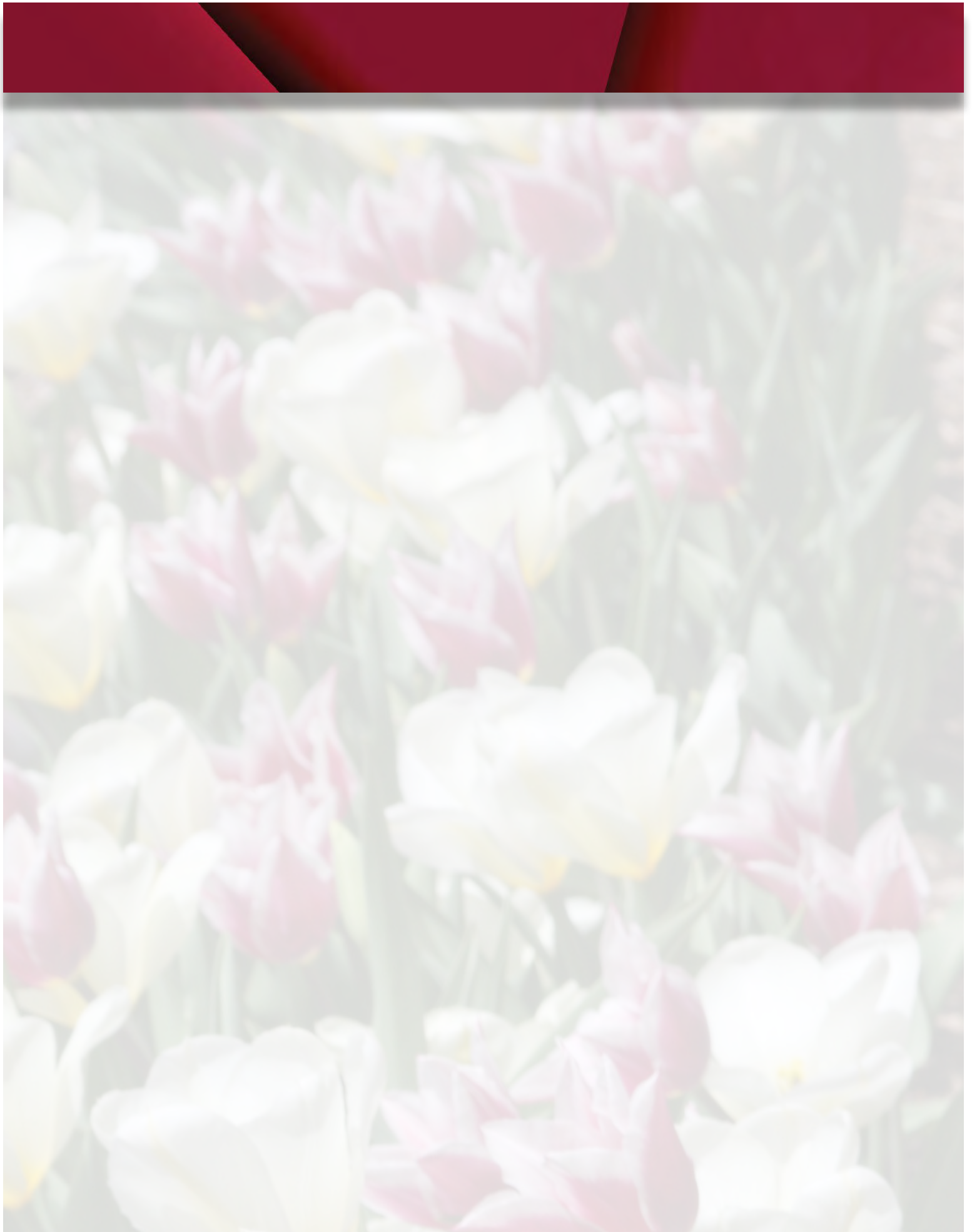
OPERATIONAL PLANNING

OPERATIONAL PLANNING

Operational planning for 2020-2025 started with an evaluation of the 2019-2020 Strategic Plan, *2020 Vision*. This evaluation is described in the 2019-2020 Strategic Plan Report. The operational plan for 2020-2025 was then developed after the Mission, Vision, Strategic Directions, and Core Values were ratified for the next five years. The pillars were determined based on intentional and comprehensive feedback from internal and external stakeholders.

The operational plan is created on a standard template and begins with development of strategic goals and metrics to achieve by 2025. These goals are aligned to the appropriate strategic direction, pillar, and campus. The area(s) of responsibility is (are) also identified for each goal to provide clarity and accountability for meeting these goals. Tasks are then identified that will assist the College in achieving these goals. Metrics and area(s) responsible are specified for each task.

College priorities reflected in the Strategic Plan are aligned to key College processes. Capital and operating budget requests require alignment to specific goals in the Strategic Plan. The Strategic Plan is also referenced when College and campus facility projects are considered to ensure these projects align with already-established priorities. Strategic planning and assessment processes (program review and assessment of student learning) are also aligned so improvements identified can be considered for implementation in the current or upcoming academic year. The Strategic Plan is also consulted when ideas for College initiatives are brought forward to ensure they are in alignment with the goals of the Strategic Plan.

PILLARS

PILLARS

The Strategic Plan is arranged by pillar with each pillar—Programs, K-12, Workforce, Continuing Education, and District—identified by a specific color on the Strategic Plan Wheel. Four pillars—Programs, K-12, Workforce, and Continuing Education—have three broad goals, while the District pillar has six broad goals. These goals have specific metrics to achieve within the next five years.

Each pillar is documented on a consistent template showing the aligned strategic direction, five-year goals, and tasks that support achieving each goal. Each task is further delineated with a description, timeline for achieving the task, metric(s), and area(s) of responsibility, with the main area of responsibility noted in bold. Tasks may apply districtwide (e.g., Task P1.1) or apply to specific campuses (e.g., Task P1.5 SP, WR).

PILLAR: PROGRAMS

Strategic Direction	Provide responsive, flexible, high-quality education to foster student achievement and lifelong learning through career pathways.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal P1	**Increase flexibility in program offerings including access through ABE, jail, and GED programming**	**June 30, 2025**	**Metrics:** Increase FTE to 1750 by 2025 Increase headcount to 7,262 by 2025	**Academics Student Services WED Marketing**
Task P1.1	Expand CPL opportunities.	June 30, 2021	Offer at least one CPL opportunity for each program/area.	**Academics**
Task P1.2	Implement three-year district-wide programming plan for incarcerated populations.	June 30, 2021	Incarcerated reentry programming including adult education and occupational courses provided at the Oxford Prison and at each county jail in the Mid-State district according to three-year programming plan.	**Academics** Student Services
Task P1.3 SP	Identify and implement strategies to increase enrollments and support retention in the IT programs.	June 30, 2021	Increase IT programs' FTE by 2% and headcount by 6%.	**Academics**
Task P1.4 SP	Increase university transfers through increased enrollment in Liberal Arts programs and articulation agreements.	June 30, 2021	Increase Liberal Arts FTE by 2% and headcount by 6%. Increase student university transfers by 2%. Increase non-degree-seeking FTE by 2% and headcount by 6%.	**Academics** Marketing Student Services
Task P1.5 SP WR	Identify and implement strategies to increase enrollments and support retention in Business Management, Manufacturing Operations Management, and Leadership Development programs.	June 30, 2021	Student enrollment increase in Business Management by 2%. Increase fall-to-spring retention rate in Business Management by 3% in 2020-21. Increase enrollment in Manufacturing Operations Management (n=10), and Leadership Development (n=10) programs.	**Academics**
Task P1.6 WR	Expand outreach services and programming to special populations (incarcerated, veterans, etc.).	June 30, 2021	Increase reentry programming at Wood County Jail through grant opportunities. Increase veterans services and outreach (American Heroes Café/facility access/CVSO referral programs U.S. Naval Community College). Identify special populations outreach within three grant opportunities. Offer one new service/training event for the Native American population (Ho Chunk).	**Student Services Academics** Grants WED
Task P1.7 M, WR	Expand CNA sections across the district to meet student and employer demand.	June 30, 2021	CNA offerings meet student and employer demand. Increase program enrollment by 20 new students.	**Academics**

PILLAR: PROGRAMS

Strategic Direction	Provide responsive, flexible, high-quality education to foster student achievement and lifelong learning through career pathways.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Task P1.8 WR	Explore development of campus-to-campus student shuttle or cab voucher program sponsored by the Foundation to address student transportation needs.	June 30, 2021	Evaluation completed.	**Business Services Foundation**
Task P1.9 WR	Create a Wisconsin Rapids Campus identity with a campus point person for community relations.	June 30, 2021	Identify a face of the campus. Create a message articulating the WR campus identity (sub-brand).	**Academics** WED
Task P1.10 M	Increase course offerings for fire, EMS, and law enforcement to meet agency/community need.	June 30, 2021	Increase Marshfield public safety FTE by 2% and headcount by 6%.	**Academics**
Task P1.11 M	Expand and build agriculture programs to meet the needs of students and employers.	June 30, 2021	Increase program FTE by 2% and CE FTE in ag area by 5%.	**Academics**
Task P1.12 A	Implement program offerings based on three-year programming plan for Adams Campus.	June 30, 2021	Programs are offered at the Adams Campus based on three-year plan.	**Academics**
Task 1.13 A	Identify opportunities to expand adult education programming in Adams Campus region. Develop a comprehensive campus programming plan for these opportunities.	Plan June 30, 2021 Implement Three-Year Plan in 2021-22	Increase campus adult education FTE and headcount by 2% by FY 2023.	**Academics**
Task P1.14 SP	Develop a plan for a joint Fire/EMS center partnership.	June 30, 2021	Secure a partnership with the City of Stevens Point or the Village of Plover.	**Academics** **WED**
Goal P2	**Increase quality of Mid-State programs**	**June 30, 2025**	**Metrics:** Increase three-year program completion to 38% by 2025	**Academics Institutional Effectiveness, Accreditation and Quality**
Task P2.1	Achieve successful HLC Visit; May 3-4, 2021. Maintain accreditation status.	June 30, 2021	HLC accreditation status maintained.	**Academics Institutional Effectiveness, Accreditation and Quality**
Task P2.2	Implement Mid-State assessment plan including academic, co-curricular, and institutional assessment.	June 30, 2021	Assessment plan implemented according to the timeline in the plan.	**Academics**
Task P2.3	Strengthen advisory committee structure and membership.	June 30, 2021	Implement advisory committee handbook for members and staff. Implement standardized meeting agenda and minute template. Develop recognition process for advisory committee and members.	**Academics**

PILLAR: PROGRAMS

Strategic Direction	Provide responsive, flexible, high-quality education to foster student achievement and lifelong learning through career pathways.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Task P2.4	Utilize Campus Scorecard.	June 30, 2021	Campus Scorecard is utilized as a tool to improve programming offered at each campus.	**Academics**
Task P2.5 M	Determine a comprehensive facility plan for the Marshfield campus that aligns with academic programming, event needs, and visibility within the community.	June 30, 2021	Complete facilities plan to ensure appropriate meeting room and classrooms are utilized for enrollments, courses, faculty, and community needs.	**Academics Facilities**
Task P2.6 SP	Determine a comprehensive facility plan for the Stevens Point campus that aligns with academic programming, event needs and visibility within the community.	June 30, 2021	Complete facilities plan to ensure appropriate meeting room and classrooms are utilized for enrollments, courses, faculty, and community needs.	**Academics Facilities**
Task P2.7 A	Implement the room and space needs listed in the Adams Campus Three-year programming plan to provide quality programming and experience.	Implement Three Year Plan in 2021-22	Adams Campus spaces aligned with needs; Increase campus headcount and FTE by 20% by FY 2023.	**Academics Facilities Student Services**
Goal P3	**Increase student success by improving course and program completion and retention**	**June 30, 2025**	**Metrics:** Increase course completion to 84% by 2025 Increase fall-to-fall retention of all program students to 65% by 2025 Increase three-year program completion to 38% by 2025	**Academics Student Services HR**
Task P3.1	Implement comprehensive retention plan, including strategies to address part-time students.	June 30, 2021	Plan implemented by June 30, 2021. Increase fall-to-fall retention of all program students to 65% by 2025.	**Student Services** Academics
Task P3.2	Increase qualified part-time faculty and onboarding experience for new part-time faculty.	June 30, 2021	Positions are filled with qualified faculty and staff. Plans are in place for those not qualified. Develop part-time faculty onboarding process, payment structure for attendance of other meetings, part-time in-service, evaluation process.	**HR** Academics
Task P3.3	Provide consistent financial aid experience for students across the district.	June 30, 2021	Financial aid support is available at each campus in the district.	**Student Services**
Task P3.4	Improve Bookstore student experience (affordable textbook plan, streamline processes, etc.).	June 30, 2022	Affordable textbook plan implemented.	**Student Services** Academics

PILLAR: K-12

Strategic Direction	Strengthen K-12 partnerships to maximize student access and student success.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal K1	**Improve dual credit opportunities at each high school**	**June 30, 2025**	**Metrics:** Increase dual credits earned to 5,500 by 2025	**Student Services Academics**
Task K1.1	Define and develop dual credit academy options.	June 30, 2021	Dual credit academy plan developed. Two dual credit academies available to high schools.	**Student Services Academics**
Task K1.2	Increase number of dual credit courses offered at each high school.	June 30, 2021	Number of dual credit courses increased by 10% at each high school.	**Student Services**
Task K1.3	Implement rural dual credit consortium.	June 30, 2022	Rural dual credit consortium implemented.	**Student Services**
Goal K2	**Improve high school transition rate**	**June 30, 2025**	**Metrics:** Increase overall high school transition rate to 20% by 2025	**Student Services Academics**
Task K2.1	Implement individual pathway plan for dual-credit students.	June 30, 2021	All dual credit juniors have an individual pathway plan in place.	**Student Services**
Task K2.2 A	Increase access to Mid-State for Adams High School.	June 30, 2023	Increase transition rate of Adams HS students to 15%.	**Student Services** Academics
Task K2.3 SP	Increase access to Mid-State for SPASH (Stevens Point Area High School).	June 30, 2023	Increase transition rate of SPASH students to 16%.	**Student Services** Academics
Task K2.4 M	Increase access to Mid-State for Marshfield High School.	June 30, 2020	Increase transition rate of Marshfield area schools by 2% and 1% increase in dual credit.	**Student Services** Academics
Goal K3	**Improve resources for enhanced communication to K-12 audiences**	**June 30, 2025**	**Metrics:** Implement communication flow for 5 audiences (sophomores, juniors, seniors, parents, counselors)	**Student Services Marketing**
Task K3.1	Develop communication flow in CRM for sophomores.	June 30, 2021	Sophomore communication flow implemented.	**Student Services Marketing**
Task K3.2	Develop a quarterly newsletter to counselors.	June 30, 2022	Counselor communication flow implemented.	**Student Services Marketing**
Task K3.3	Develop communication flow in CRM for juniors.	June 30, 2021	Junior communication flow implemented.	**Student Services Marketing**
Task K3.4	Develop communication flow in CRM for seniors.	June 30, 2022	Senior communication flow implemented.	**Student Services Marketing**
Task K3.5	Develop communication flow in CRM for parents.	June 30, 2025	Parent communication flow implemented.	**Student Services Marketing**
Task K3.6 M	Explore need for alternative space for outreach services in Marshfield area.	June 30, 2022	Options identified for Mid-State kiosk (mobile or other) or something similar in Marshfield.	**Student Services**

PILLAR: WORKFORCE

Strategic Direction	Deliver dynamic, innovative solutions to provide a skilled workforce and enhance economic viability within the district as a community partner.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal W1	**Increase workforce services provided to meet district needs**	**June 30, 2025**	**Metrics/Dashboard:** Increase FTE for contract training (CT) to 25 by 2025	**WED**
Task W1.1	Expand customized training, technical assistance & facility use contracts in the district.	June 30, 2021	350K in contract services revenue.	**WED (CT)**
Task W1.2	Expand number of unduplicated businesses served through training and technical assistance contracts.	June 30, 2021	Serve 40 unique, past or new, business partners through training or technical assistance contracts.	**WED (CT)**
Goal W2	**Build community partnerships for workforce development opportunities**	**June 30, 2025**	**Metrics:** Serve 15 "new "organizations	**WED**
Task W2.1	Investigate/develop/ implement a small-business-focused CT offering menu.	June 30, 2021	Needs and interest investigated in 2021. Plan developed in 2022. Small-business-focused offerings available in 2023-2025.	**WED** (CT, CE)
Task W2.2	Investigate/develop/ implement a Heart of WI (HOW) HR Group.	June 30, 2021	Needs and interest investigated in 2021. Programming plan developed in 2022. Opportunities available for HR training in 2023-2025.	**WED** (CT)
Task W2.3	Investigate community leadership program pathways into associate degree programs offered by Mid-State.	June 30, 2021	Needs and interest investigated in 2021. Programming plan developed in 2022. Pathway opportunities launched 2023-2025.	**WED** (CT)
Goal W3	**Grow competitive grants** (excludes pass-through and non-competitive grants)	**June 30, 2025**	**Metrics:** Increase total competitive grant revenue by 25% to $1,365,657 by 2025	**WED (Grants)**
Task W3.1	Increase in WTCS competitive GPR grant awards.	June 30, 2021	Write, apply, and receive grant award in each of these categories: Core Industry Grant (individual) Career Pathway Grant (individual) Core Industry Grant (consortium)	**WED** (Grants)
Task W3.2	Increase AEFLA funding to support ABE/ELL, incarcerated individuals and integrated education and training.	June 30, 2021	Write and apply for AEFLA funding in each of the five AEFLA categories and receive funding for at least three of the projects. (note: four-year funding).	**WED** (Grants)
Task W3.3	Increase WATG funding for the Workforce Division.	June 30, 2021	Write and apply for three WATGs and receive funding for at least two of the projects.	**WED** (Grants)

PILLAR: CONTINUING EDUCATION

Strategic Direction	Provide responsive, flexible, high-quality education to foster student achievement and lifelong learning through career pathways.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal C1	**Provide continuing education and enrichment programming to meet district resident needs**	**June 30, 2025**	**Metrics/Dashboard:** Increase FTE for continuing education to 40 by 2025	**WED (CE)**
Task C1.1	Increase professional development opportunities.	June 30, 2021	Offer two new opportunities.	**WED (CE/CT)**
Task C1.2	Meet differing demands for each campus community by offering classes recommended by the campus dean.	June 30, 2021	Two dean recommendations offered at each campus.	**WED (CE)**
Task C1.3 WR	Expand outreach services and programming to special populations.	June 30, 2021	Award 10 scholarships for continuing education to provide accessibility to socio-economically diverse groups.	**WED** Student Services Academics Grants
Task C1.4 A	Increase student access by implementing CE scholarship opportunities in the Adam Campus area.	June 30, 2021	Increase new CE students by 10 at the Adams Campus through scholarship opportunities when needed.	**WED** Academics Foundation
Goal C2	**Improve ease of student registration experience through a new registration and payment platform**	**June 30, 2025**	**Metric:** Annually register 2,566 students (duplicated)	**IT WED Marketing Student Services Academics**
Task C2.1	Implement online course registration solution.	June 30, 2021	Completion of project, online registration, and pay option.	**IT** WED Marketing Student Services Academics
Task C2.2	Evaluate user experiences of course registration solution.	June 30, 2022	Course registration solution meets expectations and allows easy registration and payment.	**IT** WED Marketing Student Services Academics
Goal C3	**Increase Conference Opportunities**	**June 30, 2025**	**Metric:** Host 12 conferences FY21-FY25	**WED (CE)**
Task C3.1	Expand conferences hosting by the College in the district.	June 30, 2025	Investigate needs and interests in 2021. Develop, plan, market, and launch 12 relevant conferences FY21-FY25.	**WED (CE)**

PILLAR: DISTRICT

Number	Description	Timeline	Metrics	Area Responsible
Goal D1	**Provide exceptional customer service experiences**	**June 30, 2025**	**Metric:** Employee evaluation data (Taleo measures) Graduate satisfaction of >97% annually	**ELT**
Task D1.1	Develop and implement training plan for customer service College-wide (I-CARE).	June 30, 2021	Customer service training program implemented.	**HR**
Task D1.2	Develop and implement student feedback mechanism.	January 31, 2022	Ongoing student/guest feedback system in place.	**Student Services**
Task D1.3	Improve overall phone experience for students and guests.	June 30, 2022	Phone queue wait time reduced. Number of dropped calls decreased.	**Student Services IT**
Task D1.4	Improve help desk experience for students and employees.	Ongoing	Improve wait times for password resets to less than five minutes, direct emergency calls to X5670 during business hours, and continue to monitor for needed improvements using help desk metrics and feedback.	**IT**
Task D1.5	Develop organizational development plan for the College.	June 30, 2021	Organizational development plan developed.	**HR**
Goal D2	**Improve processes to enhance access, efficiency, effectiveness, and fiscal outcomes (chat, advising, flexible services, information sharing processes)**	**June 30, 2025**	**Metric:** Processes evaluated, improved, and documented.	**ELT**
Task D2.1	Review p-card process and implement improvements.	June 30, 2021	Process implemented.	**Finance**
Task D2.2	Identify PeopleSoft opportunities related to features and functionality.	Ongoing	Opportunities identified.	**IT** ELT
Task D2.3	Identify options to improve class scheduling and room reservation processes	June 30, 2021	Options identified and resources allocated.	**Academics** Student Services Academics WED IT
Task D2.4	Implement SPOL to evolve the Strategic Plan.	June 30, 2021	SPOL is implemented and used to evolve the Strategic Plan.	**Institutional Effectiveness, Accreditation, and Quality**
Task D2.5	Implement asset tagging.	June 30, 2021	Asset tagging processes is implemented.	**Facilities Finance WED (grants)**
Task D2.6	Activate COVID-19 recovery (enrollment/financial challenges).	June 30, 2021	COVID-19 team established and maintained. Scenario planning to remain fiscally sound.	**ELT**

PILLAR: DISTRICT

Number	Description	Timeline	Metrics	Area Responsible
Task D2.7	Evaluate and improve the implementation of the WILM 2.0 model.	June 30, 2021	Identified improvements are implemented, and metrics for a successful WILM 2.0 model are being met.	**IT**
Task D2.8	Improve the CRM for increased efficiency College-wide.	January 31, 2022	EDA implemented, multiple instances combined, two-way integration with PeopleSoft completed.	**Student Services IT** WED Academics
Task D2.9	Expand security coverage to align with building hours.	June 30, 2022	Security team in place during building hours.	**HR**
Goal D3	**Enhance innovation at Mid-State**	**June 30, 2021**	**Metric:** Innovation projects completed	**ELT**
Task D3.1	Implement classroom technology "Gold Standard" in Wisconsin Rapids and in response to COVID/virtual learning.	June 30, 2021	Improved technology satisfaction from student and employee surveys.	**IT** Academics
Task D3.2	Explore facility/partnership opportunities for public safety facility.	June 30, 2021	Centralized location identified for law enforcement in Stevens Point; decentralized locations identified for fire and EMS.	**WED** Academics
Task D3.3	Launch of cougar mascot.	May 1, 2021	Cougar mascot launched at graduation.	**Student Services Marketing**
Goal D4	**Provide accessible, proactive student support**	**June 30, 2025**	**Metric:** Increase FTE to 1,750 by 2025 Increase headcount to 7,262 by 2025 Increase fall-to-fall retention of program students to 65% by 2025 Increase fall-to-spring persistence of all program students to 83% by 2025	**Student Services Academics Marketing IT**
Task D4.1	Develop strategic enrollment Plan.	January 30, 2021	Implement plan by June 30, 2021. Increase FTE to 1,750 by 2025. Increase headcount to 7,262 by 2025.	**Student Services Academics Marketing**
Task D4.2	Investigate high school graduate and adult promise program.	June 30, 2021	Promise program investigated, and implementation plan developed.	**Student Services**
Task D4.3	Implement guided pathways.	June 30, 2023	All guided pathways activities at scale.	**Student Services Academics**
Task D4.4	Explore and implement career assessment tool to support student program decisions.	January 31, 2022	Decrease in the number of program changes and undecided applications.	**Student Services IT Academics**

PILLAR: DISTRICT

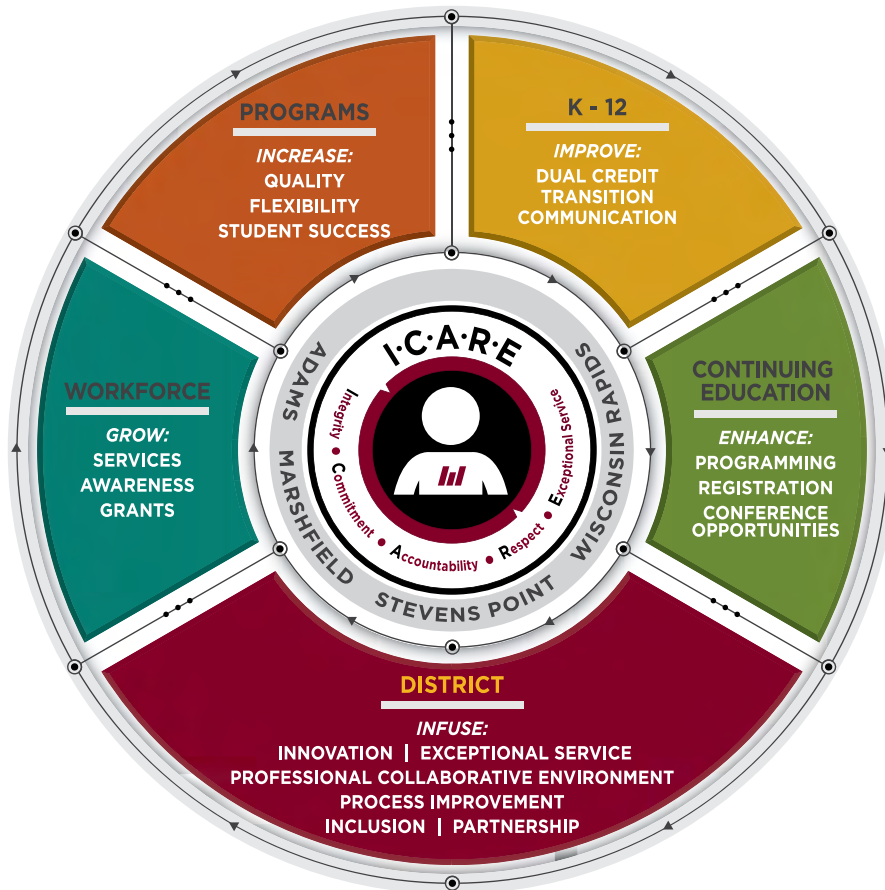| Number	Description	Timeline	Metrics	Area Responsible
Task D4.5	Increase College financial planning support.	June 30, 2021	Increase in the number of students referred to financial resource counselor.	**Student Services**
Goal D5	**Support diversity, inclusion, and equity (DEI) initiatives**	**June 30, 2025**	**Metric:** Affirmative action metrics for hiring RISC student survey DEI results	**Human Resources** ELT
Task D5.1 SP	Realign DEI activities to provide a more cohesive DEI effort.	June 30, 2021	DEI plan in place.	**HR** Student Services
Task D5.2	Provide professional development and identify and implement actions to meet WTCS Commitment to Progress goals.	June 30, 2022	Meet WTCS Commitment to Progress Goals	**HR** Student Services
Task D5.3	Implement 5-year Affirmative Action Plan	June 30, 2021	Affirmative Action goals met for 2021	**HR** Student Services
Goal D6	**Create and foster external college partnerships**	**June 30, 2025**	**Metric:** Partnerships maintained	**ELT**
Task D6.1	Successful Health Care Simulation Center opening at Aspirus Riverview Hospital.	June 30, 2021	Simulation Center is used by health and EMS programs.	**Academics**
Task D6.2	Launch phase 2 of Alumni Association with all graduates.	June 30, 2021	Phase 2 plan identified and implementation begun.	**Foundation** HR
Task D6.3	Update philanthropic organizations and expand partnerships to fund general College initiatives and opportunities. Continue to identify key partners and organizations.	June 30, 2021	Maintain philanthropic list. Maintain annual organizational list of College affiliations. Identify a College representative to serve on Wisconsin Rapids Main Street USA Board.	**WED** **ELT** **Foundation**
Task D6.4 SP	Secure funding for a manufacturing center.	June 30, 2021	Finalize quiet campaign and move into a public campaign.	**ELT**
Task D6.5 M	Implement the marketing plan for Marshfield Campus.	June 30, 2021	Increase campus visibility by hosting 100-year anniversary events and participating in marketing activities.	**Marketing** Academics

CAMPUS

CAMPUS

The Strategic Plan includes specific tasks for each campus—Adams, Marshfield, Stevens Point, and Wisconsin Rapids. These tasks are listed in the Pillar section and repeated in the Campus section of the operational plan. This approach demonstrates the alignment between college and campus tasks identified to meet College goals. This also allows those responsible for campus-related tasks to easily review their specific tasks, identify the alignment of tasks by pillar, and consider how campus-specific tasks align and support the overall College Strategic Plan.

Strategic Plan Wheel

Each campus-specific plan is documented on a consistent template showing the pillar, aligned strategic direction, five-year goals, and tasks that support achieving each goal. Each task is further delineated with a description, timeline for achieving the task, metric(s) and area(s) of responsibility, with the main area of responsibility noted in bold. Tasks that apply to specific campuses are identified by the campus's initials (e.g., Task P1.5 SP, WR).

ADAMS CAMPUS

PILLAR: PROGRAMS

Strategic Direction	Provide responsive, flexible, high-quality education to foster student achievement and life-long learning through career pathways.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal P1	**Increase flexibility in program offerings including access through ABE, jail, and GED programming**	**June 30, 2025**	**Metrics:** Increase FTE to 1,750 by 2025 Increase Headcount to 7,262 by 2025	**Academics** **Student Services** **WED** **Marketing**
Task P1.12 A	Implement program offerings based on three-year programming plan for Adams Campus.	June 30, 2021 June 30, 2025	Programs are offered at the Adams Campus based on three-year plan. 12 programs are identified and offered at Adams Campus by 2025.	**Academics**
Task P1.13 A	Identify opportunities to expand ABE, Jail, and GED programming in Adams Campus region. Identify a comprehensive campus programming plan for these opportunities.	Plan June 30, 2021 Implement Three Year Plan in 2021-22	Offer three different certificate options at the Oxford Federal Prison via correspondence. Increase campus ABE/GED headcount by 2% and campus ABE/GED FTE by 2% by FY 2023.	**Academics**
Goal P2	**Increase quality of Mid-State programs**	**June 30, 2025**	**Metrics:** Increase 3-year program completion to 38% by 2025	**Academics**
Task P2.7 A	Implement the room and space needs listed in the Adams Campus three-year programming plan to provide quality programming and experience.	Implement Three Year Plan in 2021-22	Adams Campus spaces aligned with needs; Increase campus headcount and FTE by 20% by FY2023.	**Academics** Facilities Student Services

PILLAR: K-12

Strategic Direction	Strengthen K-12 partnerships to maximize student access and student success.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal K2	**Improve high school transition rate**	**June 30, 2025**	**Metrics:** Increase overall high school transition rate to 20%	**Student Services** **Academics**
Task K2.2 A	Increase access to Mid-State for Adams High School.	June 30, 2023	Increase transition rate of Adams HS students to 15%.	**Student Services** Academics

PILLAR: CONTINUING EDUCATION

Strategic Direction	Provide responsive, flexible, high-quality education to foster student achievement and lifelong learning through career pathways.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal C1	**Provide continuing education and enrichment programming to meet district resident needs**	**June 30, 2025**	**Metrics:** Increase FTE for continuing education to 40 by 2025	**WED (CE)**
Task C1.4 A	Increase student access by implementing CE scholarship opportunities in the Adams Campus area.	June 30, 2021	Increase new CE students by 10 at the Adams Campus through scholarship opportunities when needed.	**WED** Academics Foundation

MARSHFIELD CAMPUS

PILLAR: PROGRAMS

Strategic Direction	Provide responsive, flexible, high-quality education to foster student achievement and lifelong learning through career pathways.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal P1	**Increase flexibility in program offerings including access through ABE, jail, and GED programming**	**June 30, 2025**	**Metrics:** Increase FTE to 1,750 by 2025 Increase Headcount to 7,262 by 2025	**Academics Student Services WED Marketing**
Task P1.7 WR; M	Expand CNA sections across the district to meet student and employer demand.	June 30, 2021	CNA offerings meet student and employer demand. Increase program enrollment by 20 new students.	**Academics**
Task P1.10 M	Increase course offerings for fire, EMS, and law enforcement to meet agency/community need.	June 30, 2021	Increase Marshfield public safety FTE by 2% and headcount by 6%.	**Academics**
Task P1.11 M	Expand and build agriculture programs to meet the needs of students and employers.	June 30, 2021	Increase program FTE by 2% and CE FTE in agriculture area by 5%.	**Academics**
Goal P2	**Increase quality of Mid-State programs**	**June 30, 2025**	**Metrics:** Increase 3-year program completion to 38% by 2025	**Academics**
Task P2.5 M	Determine a comprehensive facility plan for the Marshfield campus that aligns with academic programming, event needs, and visibility within the community.	June 30, 2021	Complete facilities plan to ensure appropriate meeting room and classrooms are utilized for enrollments, courses, faculty, and community needs.	**Academics**

PILLAR: K-12

Strategic Direction	Strengthen K-12 partnerships to maximize student access and student success.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal K2	**Improve high school transition rate**	**June 30, 2025**	**Metrics:** Increase overall high school transition rate to 20% by 2025	**Student Services Academics**
Task K2.4 M	Increase access to Mid-State for Marshfield High School.	June 30, 2021	Increase transition rate of Marshfield area schools by 2% and 1% increase in dual credit.	**Student Services** Academics
Goal K3	**Improve resources for enhanced communication to K-12 audiences**	**June 30, 2025**	**Metrics:** Implement communication flow for five audiences (sophomores, juniors, seniors, parents, counselors)	**Student Services Marketing**
Task K3.6 M	Explore need for alternative space for outreach services in Marshfield area.	June 30, 2022	Options identified for Mid-State kiosk (mobile or other) or something similar in Marshfield.	**Student Services**

PILLAR: DISTRICT

Number	Description	Timeline	Metrics	Area Responsible
Goal D5	**Enhance marketing efforts, community relations, and legislative activities**	**June 30, 2020**	**Increase in marketing, community, and legislative activities**	**Marketing** ELT
Task D6.5 M	Implement the marketing plan for Marshfield Campus.	June 30, 2021	Increase campus visibility by hosting 100-year anniversary events and participating in marketing activities.	**Marketing Academics**

STEVENS POINT CAMPUS

PILLAR: PROGRAMS

Strategic Direction	Provide responsive, flexible, high-quality education to foster student achievement and lifelong learning through career pathways.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal P1	**Increase flexibility in program offerings including access through ABE, jail, and GED programming**	**June 30, 2025**	**Metrics:** Increase FTE to 1,750 by 2025 Increase Headcount to 7,262 by 2025	**Academics Student Services WED Marketing**
Task P1.3 SP	Identify and implement strategies to increase enrollments and support retention in the IT programs.	June 30, 2021	Increase FTE by 2% and headcount by 6% in the IT programs.	**Academics**
Task P1.4 SP	Increase university transfers through increased enrollment in Liberal Arts programs and articulation agreements.	June 30, 2021	Increase Liberal Arts FTE by 2% and headcount by 6%. Increase student university transfers by 2%. Increase non-degree-seeking FTE by 2% and headcount by 6%.	**Academics** Marketing Student Services
Task P1.5 SP	Identify and implement strategies to increase enrollments and support retention in Business Management, Manufacturing Operations Management, and Leadership Development programs.	June 30, 2021	Student enrollment increase in Business Management by 2%, Manufacturing Operations Management (n=10), and Leadership Development (n=10). Increase fall-to-spring retention rate in Business Management by 3% in 2020-21.	**Academics**
Task P1.14 SP	Develop a plan for a joint Fire/EMS Center partnership.	June 30, 2021	Secure a partnership with the City of Stevens Point and the Village of Plover.	**Academics** WED
Goal P2	**Increase quality of Mid-State programs**	**June 30, 2025**	**Metrics:** Increase FTE to 1,750 by 2025 Increase Headcount to 7,262 by 2025	**Academics**
Task P2.6 SP	Determine a comprehensive facility plan for the Stevens Point campus that aligns with academic programming, event needs, and visibility within the community.	June 30, 2021	Complete facilities plan to ensure appropriate meeting room and classrooms are utilized for enrollments, courses, faculty, and community needs.	**Academics**

PILLAR: K-12

Strategic Direction	Strengthen K-12 partnerships to maximize student access and student success.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal K2	**Improve high school transition rate**	**June 30, 2025**	**Metrics:** Increase overall high school transition rate to 20% by 2025	**Student Services Academics**
Task K2.3 SP	Increase access to Mid-State for SPASH.	June 30, 2023	Increase transition rate of SPASH students to 16%.	**Student Services** Academics

STEVENS POINT CAMPUS

PILLAR: DISTRICT

Number	Description	Timeline	Metrics	Area Responsible
Goal D5	**Support diversity, inclusion, and equity (DEI) initiatives**	**June 30, 2025**	**Metric:** Affirmative Action metrics for hiring RISC student survey DEI results	**Human Resources** ELT
Task D5.1 SP	Develop action items for the Stevens Point Campus that align with current College DEI initiatives.	June 30, 2021	Increase fall-to-spring retention by 2% for BIPOC students.	**Academics**
Goal D6	**Create and foster external college partnerships**	**June 30, 2025**	**Metric:** Partnerships maintained	**ELT**
Task D6.4 SP	Secure funding for a manufacturing center.	June 30, 2021	Finalize quiet campaign and move into a public campaign.	**ELT**

WISCONSIN RAPIDS CAMPUS

PILLAR: PROGRAMS

Strategic Direction	Provide responsive, flexible, high-quality education to foster student achievement and life-long learning through career pathways.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal P1	**Increase flexibility in program offerings including access through ABE, jail, and GED programming**	**June 30, 2025**	**Metrics:** Increase FTE to 1,750 by 2025 Increase headcount to 7,262 by 2025	**Academics Student Services WED Marketing**
Task P1.5 WR	Identify and implement strategies to increase enrollments and support retention in Business Management, Manufacturing Operations Management, and Leadership Development programs.	June 30, 2021	Student enrollment increase in Business Management by 2%, Manufacturing Operations Management (n=10), and Leadership Development (n=10). Increase fall-to-spring retention rate in Business Management by 3% in 2020-21.	**Academics**
Task P1.6 WR	Expand outreach services and programming to special populations (incarcerated, veterans, etc.).	June 30, 2021	Increase veterans services and outreach (American Heroes Café/facility access/CVSO referral programs/U.S. Naval Community College). Identify special populations outreach within four grant opportunities. Offer one new service/training event for the Native American population (Ho Chunk).	**Student Services Academics** **Grants WED**
Task P1.7 WR, M	Expand CNA sections across the district to meet student and employer demand.	June 30, 2021	CNA offerings meet student and employer demand. Increase program enrollment by 20 new students.	**Academics**
Task P1.8 WR	Explore development of campus-to-campus student shuttle or cab voucher program sponsored by the Foundation to address student transportation needs.	June 30, 2021	Evaluation completed.	**Business Services Foundation**
Task P1.9 WR	Create a Wisconsin Rapids Campus identity with a campus point person for community relations.	June 30, 2021	Identify a face of the campus. Create a message articulating the Wisconsin Rapids Campus identity.	**Academics WED**

PILLAR: CONTINUING EDUCATION

Strategic Direction	Provide responsive, flexible, high-quality education to foster student achievement and lifelong learning through career pathways.			
Number	**Description**	**Timeline**	**Metrics**	**Person Responsible**
Goal C1	**Provide continuing education and enrichment programming to meet district resident needs**	**June 30, 2025**	**Metrics/Dashboard: Increase FTE for continuing education to 40 by 2025**	**WED (CE)**
Task C1.3 WR	Expand outreach services and programming to special populations	June 30, 2021	Award 10 scholarships for Continuing Education to provide accessibility to socio-economically diverse groups.	**WED** Student Services Academics Grants

TEAM ACTION PLANS

TEAM ACTION PLANS

Team Action Plans are the formalized road map that describes how each team executes the Strategic Plan of the College. The Team Action Plan is a living document written annually that includes activities that will be completed to meet the tasks and goals of the College. The following College teams develop Team Action Plans on a standard template modeled after the operational plans of the Strategic Plan.

Academics:
- School of Advanced Manufacturing & Engineering and School of Transportation, Agriculture, Natural Resources, & Construction
- School of Business & Technology
- School of General Education & Learning Resources
- School of Health
- School of Protective & Human Services

Campus:
- Adams Campus
- Marshfield Campus
- Stevens Point Campus
- Wisconsin Rapids Campus

Education Services

Institutional Effectiveness, Accreditation and Quality

Student Services:
- K-12 Outreach
- Office Managers
- Enrollment Management
- Student Support
- Bookstore

Service Areas:
- Business Services
- Facilities
- Human Resources, Safety/Security
- IT
- Mid-State Technical College Foundation, Inc.
- Marketing

Workforce and Economic Development:
- Contract Training
- Continuing Education
- Grants

Each team develops and files a Team Action plan in October after the Strategic Plan has been established for the year. Team Action Plans are updated in December and February, and a year-end update is completed in early May. Tasks and activities are reviewed at the end of the academic year for completion status. Tasks not complete are evaluated for following year relevancy. This annual review process ensures that there is ongoing attention and effort dedicated to doing the tasks and activities that are necessary to meet the College's strategic goals and Key Results.

EXAMPLE TEAM ACTION PLAN FORMAT

2020-2025 Mid-State Team Action Plan 5 Year-Goals	
Organizational Effectiveness	
Programs	Increase FTE to 1,750
	Increase headcount to 7,262
K-12	Increase dual credits earned to 5,500
	Increase overall high school transition rate to 20%
Workforce	Increase FTE for contract training to 25
Continuing Education	Increase FTE for continuing education to 40
Student Success	
Increase three-year program completion to 38%	
Increase course completion to 84%	
Increase fall-to-fall retention of all program students to 65%	
Increase three-year program completion to 38%	
Increase fall-to-spring persistence of all program students to 83%	
Organizational Health	
MindSet Survey results .75% higher than national benchmark	

PILLAR: PROGRAMS

| Strategic Direction	Provide responsive, flexible, high-quality education to foster student achievement and lifelong learning through career pathways.			
Number	**Description**	**Timeline**	**Metrics**	**Area Responsible**
Goal P1	**Increase flexibility in program offerings including access through ABE, jail, and GED programming**	**June 30, 2025**	**Metrics:** Increase FTE to 1,750 by 2025 Increase headcount to 7,262 by 2025	**Academics Student Services WED Marketing**
Task P1.1	Expand CPL opportunities.	June 30, 2021	Offer at least one CPL opportunity for each program/area.	**Academics**
Activity				
Activity				
Task P1.2	Implement three-year district-wide programming plan for incarcerated populations.	June 30, 2021	Incarcerated training provided at the Oxford Prison and at each county jail in the Mid-State district according to three-year programming plan.	**Academics** Student Services
Activity				
Activity				

KEY RESULTS

KEY RESULTS

The Key Results and metrics are documented on the College Dashboard. Key Results include Organizational Effectiveness, Student Success, and Organizational Health. Additional metrics are also tracked on the College Dashboard as they align and support achievement of the Key Results.

These Key Results and metrics are established at the beginning of the academic year, considering enrollment trends and an evaluation of the previous year's strategic plan. These metrics are documented on the Dashboard and include three-year trend data, current-year actual and year-end goals. All metrics are defined in the Dashboard Data Definitions section of the Dashboard. The Dashboard is shared with the Mid-State Board in October (beginning), February (mid-year) and August (year-end) and is posted on the College's intranet.

The *Moving Forward Together 2025* strategic plan includes two dashboards. The College Dashboard 2020-2025 includes three-year trend data, current-year goals, and five-year goals for each Key Result and metric. The Annual Goals 2020-2025 Dashboard includes goals for each Key Result and metric for each of the next five years. These goals will be reassessed on an annual basis, and adjusted as needed, based on enrollment trends and an evaluation of College performance on these Key Results and metrics.
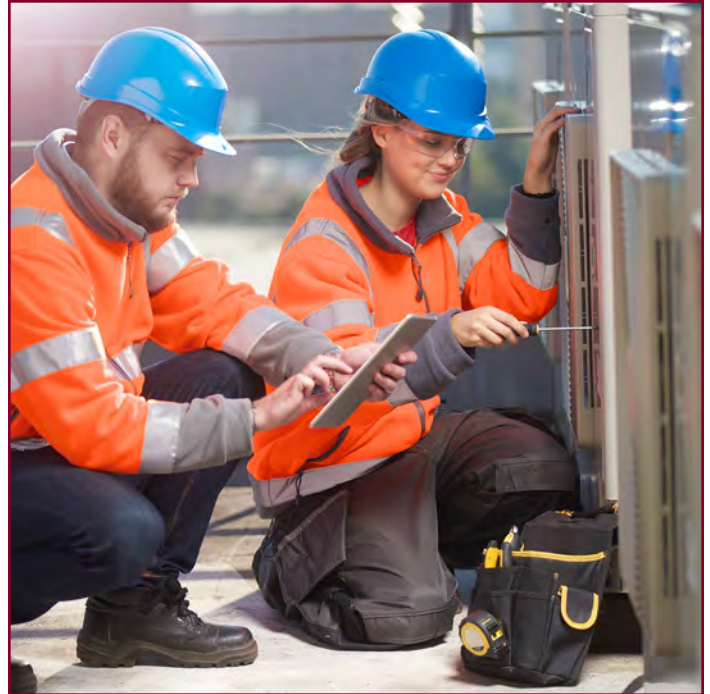
MID-STATE TECHNICAL COLLEGE DASHBOARD • 2020-2025

Board Quality Indicator	5-Year Goal 2024-2025	Year-End 2020-2021	Year-End 2019-2020	Year-End 2018-2019	Year-End 2017-2018
Key Result 1: *Organizational Effectiveness*					
Total (#) FTEs Generated	1,750	1,600	1,685	1,727	1,681
Unduplicated Headcount	7,262	6,200	6,736	6,917	6,525
Service Ratio (Population/HC)	1:18	1:22	1:21	1:21	1:22
Key Result 2: *Student Success*					
Completion					
Course Completion	84%	81%	81%	79%	80%
Program Completion After 3 Years	38%	31%	31%	33%	32%
Program Completion After 3 Years - Any Credential	43%	31%	31%	40%	41%
Program Completion After 6 Years	50%	43%	43%	46%	43%
Program Completion After 6 Years - Any Credential	60%	53%	53%	53%	52%
Retention/Persistence					
Fall-to-Fall Retention of **NEW** Program Students	60%	51%	551	47%	49%
Fall-to-Fall Retention of **ALL** Program Students	65%	53%	53%	60%	57%
Fall-to-Spring Persistence - **NEW** Program Students	83%	79%	79%	73%	75%
Fall-to-Spring Persistence - **ALL** Program Students	83%	79%	79%	78%	77%
Job Placement					
Overall Job Placement	95%	95%	94%	93%	95%
Job Placement in Related Field	85%	85%	88%	84%	81%
Key Result 3: *Organizational Health*					
Employee Engagement: The MindSet Survey[1]	.75 higher than national average	Not Measured	Not Measured	6.65	Not Measured

MID-STATE TECHNICAL COLLEGE DASHBOARD • 2020-2025

Board Quality Indicator	5-Year Goal 2024-2025	Year-End 2020-2021	Year-End 2019-2020	Year-End 2018-2019	Year-End 2017-2018
Additional Metrics					
K-12 Outreach					
High School Transition Rate	Class of 2023-2024 20%	Class of 2019-2020 16%	Class of 2018-2019 16%	Class of 2017-2018 12%	Class of 2016-2017 12%
Number of Dual Credits Granted	5,500	5,040	5,307	4,673	4,095
Value of Dual Credits Granted	[2]	$764,784	$724,406	$637,865	$533,783
Workforce and Economic Development					
Customized Training/Assistance/ Grant Revenue	$425,000	$350,000	$300,537	$319,300	$54,268
Revenue/# Served Through Workforce Advancement Training Grants (WATG)	$150,000/250	$50,000/100	$75,285/385	$107,559/277	$0/0
Unduplicated Headcount Continuing Education	2,300	1,600	2,139	2,444	2,662[3]
FTE for Continuing Education	40	24	32	34	41[3]
FTE for Contract Training	25	10	12	21	7
# Businesses Served through Contracts	50 Unduplicated 60 Duplicated	30 Unduplicated 40 Duplicated	39 Unduplicated 72 Duplicated	49 Unduplicated 67 Duplicated	30 Unduplicated 40 Duplicated

[1]Assessed every other year.
[2]Calculation based on tuition rate, which is determined each spring.
[3]Course credit/FTE was over-reported.

Key	Pillar
	District
	Programs
	K-12
	Workforce Development
	Continuing Education

ANNUAL GOALS DASHBOARD • 2020-2025

Board Quality Indicator	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Key Result 1: *Organizational Effectiveness*					
Total (#) FTEs Generated	1,600	1,632	1,664	1,713	1,750
Unduplicated Headcount	6,200	6,400	6,650	6,950	7,262
Service Ratio (Population/HC)	1:22	1:21	1:20	1:19	1:18
Key Result 2: *Student Success*					
Completion					
Course Completion	81%	82%	82%	83%	84%
Program Completion After 3 Years	31%	32%	34%	36%	38%
Program Completion after 3 Years - Any Credential	31%	33%	37%	40%	43%
Program Completion After 6 Years	43%	44%	46%	48%	50%
Program Completion After 6 Years - Any Credential	53%	54%	56%	58%	60%
Retention/Persistence					
Fall-to-Fall Retention of **NEW** Program Students	51%	53%	55%	58%	60%
Fall-to-Fall Retention of **ALL** Program Students	53%	55%	58%	61%	65%
Fall-to-Spring Persistence - **NEW** Program Students	79%	80%	81%	82%	83%
Fall-to-Spring Persistence - **ALL** Program Students	79%	80%	81%	82%	83%
Job Placement					
Overall Job Placement	95%	95%	95%	95%	95%
Job Placement in Related Field	85%	85%	85%	85%	85%
Key Result 3: *Organizational Health*					
Employee Engagement: The MindSet Survey[1]		.5 higher than national average			.75 higher than national average

ANNUAL GOALS DASHBOARD • 2020-2025

Board Quality Indicator	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Additional Metrics					
K-12 Outreach					
High School Transition Rate	Class of 2019-2020 16%	Class of 2020-2021 17%	Class of 2021-2022 18%	Class of 2022-2023 19%	Class or 2023-2024 20%
Number of Dual Credits Granted	5,040	5,191	5,294	5,399	5,500
Value of Dual Credits Granted	$764,784	[2]	[2]	[2]	[2]
Workforce and Economic Development					
Customized Training/Assistance/ Grant Revenue	$350,000	$350,000	$375,000	$400,000	$425,000
Revenue/# Served Through Workforce Advancement Training Grants (WATG)	$50,000/100	$100,000/200	$125,000/210	$150,000/250	$150,000/250
Unduplicated Headcount Continuing Education	1,600	1,750	1,900	2,100	2,300
FTE for Continuing Education	24	28	32	36	40
FTE for Contract Training	10	13	17	21	25
# Businesses Served through Contracts	30 Unduplicated 40 Duplicated	35 Unduplicated 45 Duplicated	40 Unduplicated 50 Duplicated	45 Unduplicated 55 Duplicated	50 Unduplicated 60 Duplicated

[1] Assessed every other year.
[2] Calculation based on tuition rate, which is determined each spring.

Key	Pillar
	District
	Programs
	K-12
	Workforce Development
	Continuing Education

DASHBOARD DATA DEFINITIONS

Organizational Effectiveness

- **Total # FTE generated:** The total number of credits registered and considered enrolled. To calculate, credits registered/30 credits = FTEs.
- **Unduplicated Headcount:** The unduplicated actual headcount of all students enrolled in classes with start dates greater than, less than, or equal to today's date.
- **Service Ratio:** District population/unduplicated actual headcount and dual credit students. Year-end measure only.

Student Success

- **Course Completion:** Percentage of courses taken within program curriculum completed with a grade of "C" or better. Year-end measure only.
- **Program Completion After 3 Years:** Percentage of all program students who graduated within three years of enrolling in the program. Total does not include apprenticeships, which can be more than three years in length. Year-end measure only.
- **Completion After 3 Years-Any Credential:** Percentage of students left with any credential within three years. Total does not include apprenticeships, which can be more than three years in length. Year-end measure only.
- **Program Completion After 6 Years:** Percentage of all program students who graduated within six years of enrolling in the program. Includes apprenticeships. Year-end measure only.
- **Completion After 6 Years-Any Credential:** Percentage of students left with any credential within six years. Year-end measure only.
- **Fall-to-Fall Retention of New to a Program Students:** Percentage of new program students that were retained from fall to fall. New program students are students who have not been enrolled in this program but may be previously enrolled in another program. Year-end measure only.
- **Fall-to-Fall Retention of All Program Students:** Percentage of all program students who were retained from fall to fall. Year-end measure only.
- **Fall-to-Spring Persistence of Students New to a Program:** Percentage of new program students persisting from fall to spring. New program students are students who have not been enrolled in this program but may be previously enrolled in another program. Year-end measure only.
- **Fall-to-Spring Persistence of Program Students:** Percentage of all program students persisting from fall to spring. Year-end measure only.
- **Job Placement Overall:** Number of program graduates employed divided by the number of program graduates in the labor market. Mid-year measure only.
- **Job Placement in Related Field:** Number of program students employed in a related field divided by the number of program students employed (numerator in overall job placement measure). Mid-year measure only.

Organizational Health

- **The Mindset Survey:** This is the super score of the 14 cultural health factors. The super score reflects the average of all factors. Assessed every other year.

K-12 Outreach

- **High School Transition Rate:** Calculation: Number of public high school graduates in District directly enrolling at the College during the next academic year divided by the number of public high school graduates in district. Previous year lists preliminary results due to one-year lag in finalizing data. Year-end reflects final results.
- **Number of Dual Credits Granted:** Total dual credit course credits earned. Year-end measure only.
- **Value of Dual Credits Granted:** Calculation: Total dual credit course credits earned multiplied by the cost per credit for in-state tuition. Year-end measure only. 2020/2021 in-state tuition is $138.90 per credit.

Workforce and Economic Development

- **Customized Training/Assistance Revenue:** Dollar value of revenue received from training contracts.
- **Revenue/Number Served through Workforce Advancement Training Grants (WATG):** Revenue amount and number of employees served through Workforce Advancement Training Grants (WATG).
- **Unduplicated Headcount Continuing Ed:** Number of actual headcount generated in the Vocational Adult Aid codes 42, 47, and 60.
- **FTE for Continuing Ed:** Number of FTE generated in the Vocational Adult Aid codes 42, 47, and 60.
- **FTE for Contract Training:** Number of FTE generated in the Vocational Adult Aid codes 10, 42, 47, and 60.
- **Number of Businesses Served:** The unduplicated and duplicated number of businesses served through contract training.

Mid-Year Measure FTE/Headcount Calculations: Mid-Year FTE/headcount are calculated using Registered FTE and headcount. Year-end measures reflect actuals.

APPENDICES

Appendix A

DEFINITION OF TERMS

College Strategic Planning: Planning that leads to institutional modifications and that allows the institution to be a more effective competitor in higher education.

Core Values: The basis for what an institution considers important, which usually drives how it behaves and supports those declared values overall.

Environmental Scan: Information collected through the environmental scan is general in nature and provides the organization's planners with a common understanding of trends and issues for the future so they are able to develop a vision. The environmental scan provides the basis for organization-wide discussions focused on "futuring." The scan is used to inform the organization's vision and identify the broad strategic objectives that will become a guideline for an action plan. This environmental scan uses the STEEP external environmental analysis.

Mission: The mission answers the questions, "Why do we exist?" and "What value do we provide to the world?"

Pillar: A strategic priority of the College.

STEEP Analysis: STEEP is an external environmental analysis used to identify external factors that could have an impact on operations. STEEP is an acronym for Sociological, Technological, Economic, Environmental, and Political. In the analysis, the factors are examined socially, technologically, economically, ecologically, politically, including their mutual dependencies.

Strategic Directions: Major organizational objectives that help set a course for an institution by giving a general direction. These objectives do not usually contain the specifics of its own completion. Strategic directions provide overarching directional guidance for the major themes of the strategic plan.

SWOT Analysis: SWOT (Strengths, Weaknesses, Opportunities, and Threats) is used as a framework for the environmental scan. The procedure allows planners to support the gap analysis with additional information about what actions need to be taken in the strategic plan to move the institution to its vision.

Team Action Plan: The Team Action Plan is the operationalized strategic plan at Mid-State.

Vision: Lists what an educational institution aspires to achieve or is a description of a future state that is better in some significant way than what currently exists. The vision statement is the institution's destination for the length of the strategic plan. Vision statements contain the specific characteristics or features that will define the organization in its future state. The vision statement is used to motivate and inspire. It is understood to be achievable.

Appendix B

STRATEGIC PLANNING PROCESS

Mid-State's 2020-2025 Strategic Plan represents the evolution of the past strategic plan and is the result of an extensive intentional data collection process and validated by Mid-State employees, the Mid-State Board, business and industry partners, community agencies, K-12 districts, and transfer institutions.

EXECUTIVE SUMMARY
Mid-State's Five-Year Strategic Planning Overview, Findings, and Results

In spring 2020, Mid-State completed the strategic planning cycle for 2020-2025. The five-year strategic planning process started with the collection of constituency feedback, followed by data analysis by a 22-member strategic planning committee, completion of a five-year strategic plan, and communication and dissemination of the Strategic Plan to stakeholders. Despite a state of Wisconsin Safer at Home order to combat the spread of COVID-19, all strategic planning deliberations and subsequent feedback gathering sessions occurred, using interactive technology. After reviewing feedback and analyzing data, the Strategic Planning Committee determined the College mission, vision, core values, and strategic directions remain relevant for the next five years.

The committee identified themes to be addressed within the current strategic directions:
• Partnership and Community Engagement

• Student Centeredness and Student Support

• Programs, Credentials, Course Offerings, and Pathways

• Flexibility

The results and themes were shared with students, faculty and staff, and College stakeholders through a series of online interactive webinars. After the webinars, the committee's final recommendation was brought to the Board of Directors. In June 2020, the Board of Directors formally ratified the committee's recommendations.

The College communicated its new *Moving Forward Together 2025* five-year strategic plan with all employees during the August 2020 In-Service. During that time President Dr. Shelly Mondeik shared the plan. Copies of the *Moving Forward Together 2025* Strategic Plan brochure as well as a one-page visual summary of *Moving Forward Together 2025* were distributed to all employees. Key pillars of *Moving Forward Together 2025* include:

- **Programs** will increase quality, flexibility, and student success.
- **K-12** will improve dual credit, transition, and communication.
- **Workforce** will grow services, awareness, and grants,
- **Continuing Education** will enhance programming, registration, and conference opportunities.
- **The District** will infuse innovation, exceptional service, professional collaborative environment, process improvement, inclusion, and partnership.

MID-STATE FIVE-YEAR STRATEGIC PLANNING PROCESS MODEL[1]

Mid-State's five-year strategic planning process is adapted from the Johnson County Community College model, a well-known strategic planning model for higher education institutions. Each cycle begins with an initial analysis of stakeholder feedback, environmental scan data, and best practices to inform the College's mission, vision, core values, and strategic directions. From that, the Strategic Plan is formed. The Strategic Plan is communicated to faculty and staff, shared with stakeholders and students, and posted publicly on the website. The Strategic Plan is operationalized via annual Team Action Plans enacted by each department. Resources are aligned and supported with the plan through the annual budgeting process as well as long-term capital budget plans. Results of the Strategic Plan are monitored through Key Results measures and Team Action Plan updates. Reporting of results occurs at mid-year and end-of-year. At the end of year, plan progress is evaluated using reporting data. At year three, additional stakeholder feedback, environmental scan, and best practice data are collected and reviewed to refresh and refocus the Strategic Plan.

[1] Johnson County Community College. (2017). The Strategic Planning Process.
https://www.jccc.edu/about/strategic-plan/2017-2020-strategic-plan/planning-process.html

MID-STATE'S ANNUAL STRATEGIC PLANNING CALENDAR

June/July	Confirm/update annual goals (Key Results) in Strategic Plan.
June/July	Review preliminary year-end goal attainment of Key Results and Board Dashboard. Confirm/update annual assessment measures and goals.
July/August	Communicate changes in the Strategic Plan/Team Action Plan. Integrate findings into the long-range capital and operational budget.
July/August	Commence Team Action Plans (operational plan).
September	Review final year-end goal attainment of Key Results and Board Dashboard.
November-March	Begin annual budget cycle (capital and operational).
December-January	Mid-year status report in Team Action Plans.
Continuous	Collect data on assessment measures.
February	Review mid-year goal attainment of Key Results and Board Dashboard.
May-June	Year-end status report in Team Action Plans.
May-June	Integrate updates into upcoming institutional Team Action Plan.
May-June	Complete year-end analysis of Strategic Plan effectiveness through review of Team Action Plan and Strategic Plan goal attainment.

MID-STATE'S FIVE-YEAR STRATEGIC PLANNING OVERVIEW, FINDINGS, AND RESULTS

Mid-State began the 2020-2025 strategic planning cycle in February 2020 through interactive online and face-to-face feedback collection from stakeholders. The data analysis through results sharing phases occurred during the state of Wisconsin Safer at Home order, requiring all strategic planning deliberations to occur in a synchronous virtual and asynchronous survey format. Every attempt was made to provide multiple opportunities for all employees, students, and stakeholders to provide input throughout the planning process.
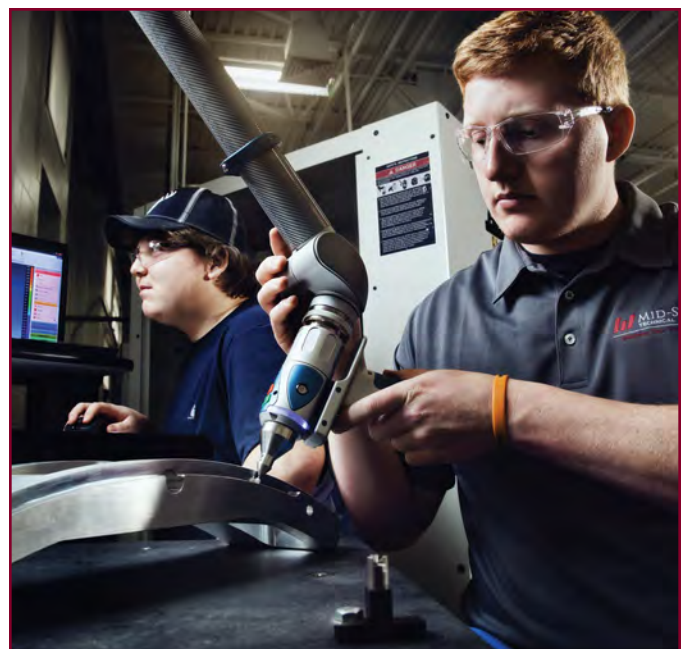
STEP ONE: February 26 – March 15 – Constituency Feedback Collection

The process began in February 2020 with the collection of stakeholder feedback, completion of a districtwide environmental scan, and an analysis of best practices. An electronic stakeholder feedback survey was sent to students, staff (full- and part-time), campus and program advisory committees, K-12s, partner transfer institutions, businesses, political leaders, community organizations, donors, the Mid-State Foundation Board, and Mid-State Board of Directors. In addition, a public survey link was posted on the College website. Surveys requested feedback on College mission, vision, core values, and strategic directions. In addition, constituents were asked about ways the College could make itself more valuable to the communities it serves as well as future trends, opportunities and key uncertainties, issues, and challenges to consider when preparing for the future.

Constituency Survey Responses: Mid-State received a total of **561 survey responses**, with 122 faculty and staff responses; 232 student responses; 198 stakeholder responses; and 9 Board of Directors/Foundation Board of Directors responses. An analysis of results revealed a representative sample of faculty and staff by tenure, job classification, and campus location. Within student responses, the analysis revealed a representative sample by age, semesters attended, and campus location. Stakeholders provided campus affiliation information, however stakeholders could select multiple campuses as most stakeholders hold multiple campus affiliations. These data held similar distribution patterns to those of students and staff.

Quantitative and qualitative Strategic Planning Survey results regarding mission, vision, core values, and strategic directions were distributed to the Strategic Planning Committee and analyzed. Results are disaggregated by constituency type. Overall results were also communicated to students, employees, and College stakeholders through interactive webinars.
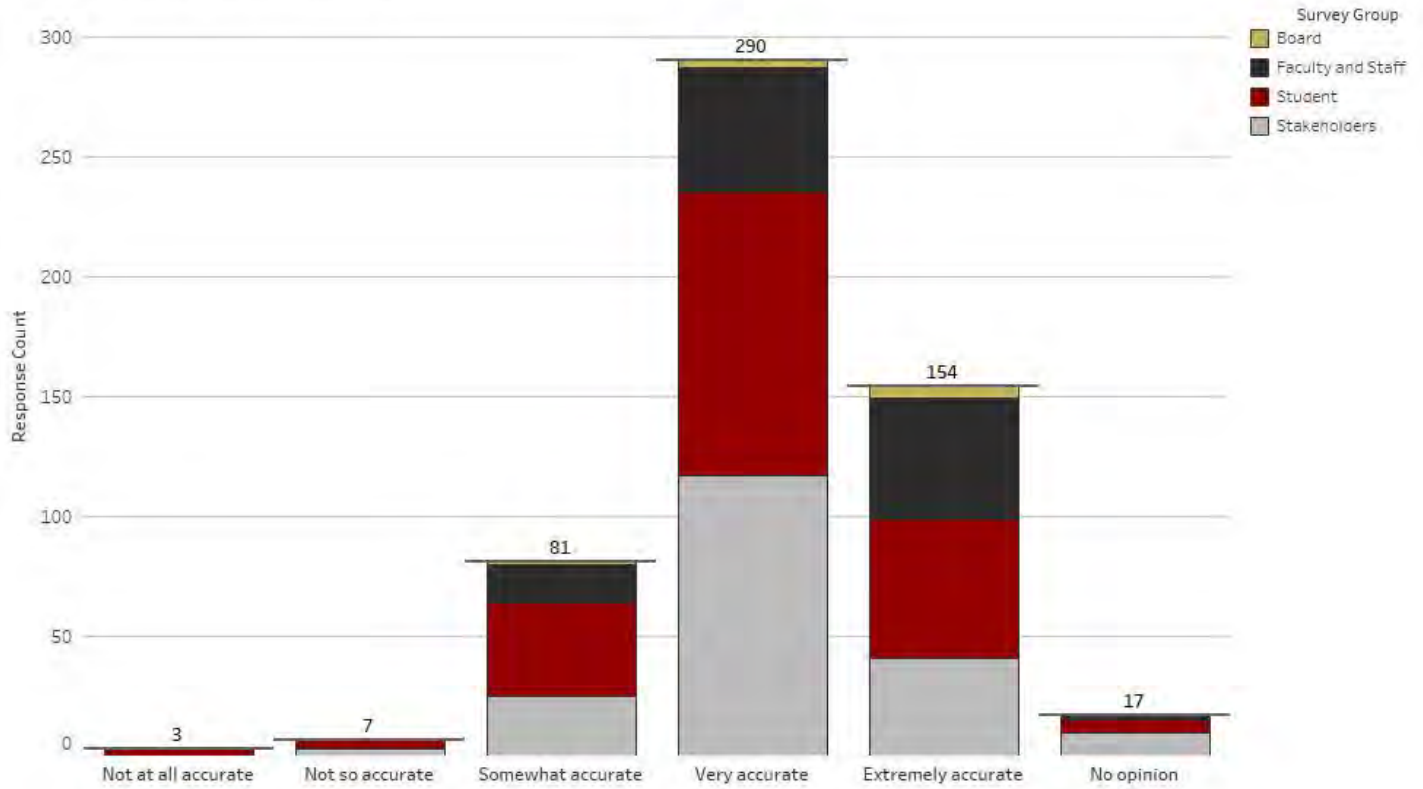
Mission Results

Mission: Mid-State Technical College transforms lives through the power of teaching and learning.

How accurate is the mission statement in capturing the fundamental purposes of Mid-State? Technical College as a whole?

Mission Statement Accuracy

Survey Group
- Board
- Faculty and Staff
- Student
- Stakeholders

Response Count (y-axis): 0, 50, 100, 150, 200, 250, 300

Not at all accurate: 3
Not so accurate: 7
Somewhat accurate: 81
Very accurate: 290
Extremely accurate: 154
No opinion: 17

The survey also asked employee-only questions regarding the College's mission. The results affirmed Mid-State's mission is widely understood by employees and affirmed the institution's commitment to student learning and achievement. These results are included in section 2 of the appendix.

The survey also collected optional qualitative comments regarding the mission. Comments were coded by themes and could have up to three codes assigned. The top two themes were agreement with the mission statement and no changes to the mission statement. Sample feedback included:

STAKEHOLDER: *"Mid-State teaches you the skills you need to enter the workforce."*

EMPLOYEE: *"For me, this is a daily motto. It guides my actions and interactions with students and the community. I would like it to remain the same. If you have to change something, please keep 'transforms lives.' It is impactful."*

Key takeaways from the mission section of the survey included:

• Strong overall consensus that the mission is appropriate.

• Many love the word *transform*.

• Requests for maintaining flexibility or even greater flexibility.

Vision Results

Vision: Mid-State Technical College is the educational provider of first choice for its communities.

How accurate is the vision statement in capturing what the College as a whole strives to be?
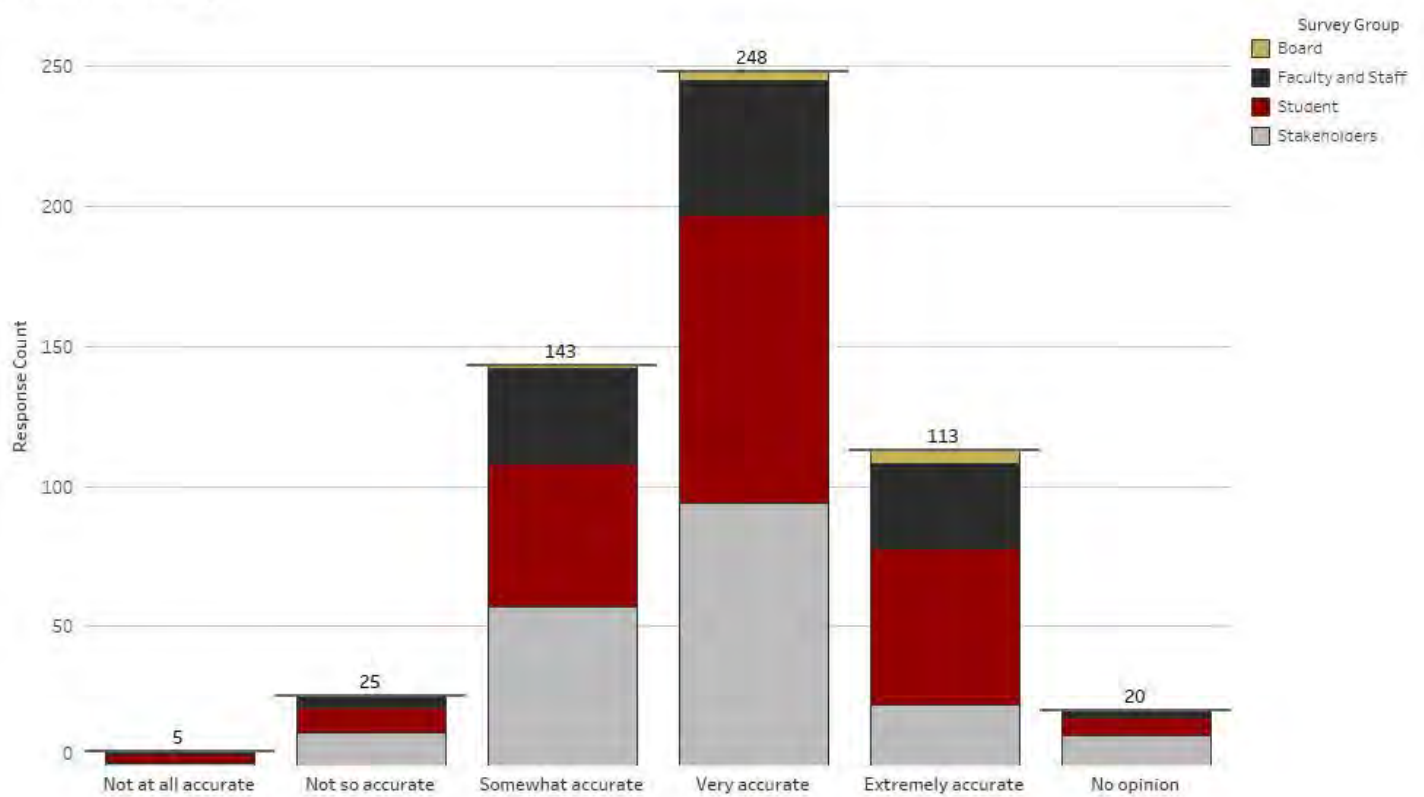
The survey also collected optional qualitative comments regarding the vision. Comments were coded by themes and could have up to three codes assigned. The top three themes provided agreement with the vision statement, the importance of the community connection and the importance of workforce preparedness/addressing workforce needs. Sample feedback included:

STUDENT: *"It was my first choice because it was less money and more flexible than the Wood County Campus."*

EMPLOYEE: *"We want people in our district to think of us first - very accurate on what we are trying to achieve."*

The survey also collected qualitative data regarding ways the College could realize its vision. Top responses included:
• Tell our story, share our outcomes (messaging).
• Continued K-12 outreach.
• Sustained continuing education/workforce and economic development.
• Build on current employer connection.
• Build a stronger community connection.
• Build transfer opportunities.
• Build additional student-employer connections.
• Flexible course offerings and policies for working people.

Key takeaways from the vision section of the survey included:
• Strong overall consensus that the vision is appropriate.
• Broader definition of community beyond district borders.
• Community involvement/engagement is important.

Core Values Results

Core Values: Student Centeredness, Integrity, Commitment, Accountability, Respect, and Exceptional Service.

Students/Stakeholders: To what extent have your experiences with the College shown you that Mid-State values these behaviors?

Employees: How strongly do the core values reflect institutional practice?

Core Value	Overall % Agreeing
Integrity	86% True or Very True
Commitment	87% True or Very True
Accountability	80% True or Very True
Respect	87% True or Very True
Exceptional Service	82% True or Very True
Student Centeredness	85% True or Very True

For each core value, the survey asked if the College was living out institutional values. Participants rated each question using a five-point Likert scale that included a "no opinion" rating. Results revealed that employees, students, and stakeholders saw institutional core values put into practice. Detailed results for each core value are listed in section 3 of Appendix C.

The survey also collected optional qualitative comments regarding the core values. Comments were coded by themes and could have up to three codes assigned. The top two themes were agreement with the core values and the quality of faculty and staff. Sample feedback included:

PROGRAM ADVISORY COMMITTEE MEMBER: *"There seems to be a lot of focus on the students and their needs (as it should be), but it seems evident in the flexibility provided and the services available to them."*

STUDENT: *"Your facility received the highest ratings in everything because the quality of educational life I've received here at Mid-State in Wisconsin Rapids. It was exponentially better than that of the UW system I was in before, and other places I've been."*

In addition, employees only were asked how accurate the existing core values were in capturing the values that should guide institutional actions. The survey results affirmed the accuracy of the current core values. Those results are listed in section 2 of Appendix B.

Key takeaways from the core values section included:
• Strong overall consensus that core values are appropriate.
• Many like College core value I-CARE model.
• There is an opportunity to improve exceptional service and accountability.
• Many students strongly affirm that the College is fulfilling our values.

Strategic Directions Results

Strategic Directions:

Mid-State Technical College is committed to the pursuit of excellence and continuous improvement called for in our strategic directions:
• Provide responsive, flexible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.
• Deliver dynamic, innovative solutions to provide a skilled workforce and enhance economic viability within the district as a community partner.
• Strengthen K–12 partnerships to maximize student access and student success.

The survey asked people to rate the accuracy of each strategic direction on a scale of 1 to 5, 1 = not at all accurate and 5 = extremely accurate. Results revealed that employees, students, and stakeholders affirmed the accuracy of each strategic direction as shown in the chart below. Detailed results for each strategic directions are listed in section 4 of Appendix C.

Strategic Direction	Extremely Accurate (5) or Very Accurate (4)	Somewhat Accurate (3)
Strategic Direction 1: Responsive, flexible, high-quality education	81%	12%
Strategic Direction 2: Skilled workforce, enhance economic viability	79%	15%
Strategic Direction 3: Strengthen K–12 partnerships[1]	55%	15%

[1] 25% of respondents reported having no opinion. Overall, 55% of those responding and 73% of those responding with familiarity with K12, affirmed that strengthening K-12 partnerships was very or extremely accurate.

The survey also collected optional qualitative comments regarding each of the strategic directions. Sample feedback included:

Strategic Direction 1:
STUDENT: *"The instructors here have always been willing to work with me and this school has always made me feel like you have my best interest in mind. I have had several issues in the past that caused me to almost drop out of school, but by emailing my instructors and utilizing the student success counselor, they were able to help me find a solution and get back on track. I agree you guys are flexible and foster student achievement. I attribute my success in my professional and personal life in part to Mid-State."*

K-12 PARTNER: *"You demonstrate full commitment to this, as evidenced by your outreach to our school, students, and staff, and your willingness to continue to enhance the opportunities you offer our students."*

PROGRAM ADVISORY COMMITTEE MEMBER: *"The response by Mid-State in providing classes for the fire service has really stepped up in the last 2 years."*

Strategic Direction 2:
BOARD OF DIRECTORS: *"The increased focus on workforce development and the additional efforts to partner with industries in the Stevens Point area to expand manufacturing opportunities speaks to this effort."*

ADVISORY COMMITTEE MEMBER 1: "I applied for a position in my graduated field and was hired within 6 months."

ADVISORY COMMITTEE MEMBER 2: "You are constantly enhancing your educational tools and have had nothing but top-notch instructors."

Strategic Direction 3:
K-12 PARTNER: "This has grown by leaps and bounds in the last couple of years."

STUDENT: "Honestly, I had no idea that I would be attending Mid-State without my high school. We toured it for college fair one time, and I fell in love."

The survey also inquired about ending or adding strategic directions. There was no support for ending any of the current strategic directions, nor was there any support for a new strategic direction.

Additional Qualitative Questions

The survey concluded with three open-ended questions to gather additional environmental scanning information. Questions included how the College could add value to the communities it serves and what to consider when preparing for the future. Responses were themed, with the top themes listed for each question.

What suggestions do you have to make the College more valuable to the communities it serves?

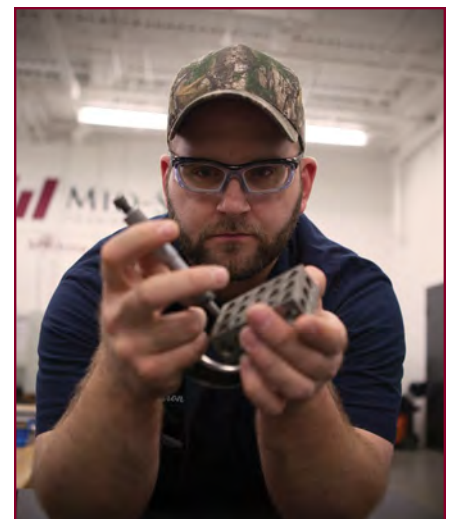Top themes identified from the 140 responses are listed in order of importance.
• **Partnerships:** Community Engagement, Leveraging Resources, Keeping Informed
• **Marketing & Recruitment:** Promotion, Recruitment, Materials
• **Satisfaction:** Quality Faculty, Overall Satisfaction
• **Instructional Services:** Chunking, Accessibility, Flexibility

Sample feedback included:

K-12 PARTNER: "Continue to provide support in the school districts. This has been notably better this year and we cannot wait to continue this partnership in the future."

EMPLOYEE: "Better communication with the community of available programs and assistance. We have certainly been making advancements on this, however a lot of room for improvement still exists."

GENERAL PUBLIC: "Start offering more flexible -smaller chunked classes."

What are some trends, opportunities, or good ideas Mid-State should consider when preparing for the future?

Top themes identified from the 257 responses are listed in order of importance.
- Careers & Training Programs
- Instructional Services
- Partnerships
- Resources
- College Services
- Technology

Sample feedback included:

EMPLOYER: *"Increase focus on employers as a go to resource for job training and skills development. With the ever-worsening bodies shortage, employers will need to hire then develop instead of relying on trained workers to come out of the College."*

BOARD OF DIRECTORS: *"Technology has become such a significant part of most jobs now, perhaps familiarity with the most common basic elements should be made a part of all student curriculum."*

What are some key uncertainties, issues, or challenges Mid-State should consider when preparing for the future?

Top themes identified from the 217 responses are listed in order of importance.
- Resources
- Partnerships
- Instructional Services
- Careers & Training Programs
- Satisfaction
- Socioeconomics

Sample feedback included:

STUDENT: *"Cheaper available books at bookstore."*

COMMUNITY-BASED ORGANIZATION: *"Providing training and skills development for careers/jobs that don't yet exist."*

BOARD OF DIRECTORS: *"I think the two key uncertainties that will impact us are 1. another serious recession - are we prepared as best we can to ramp up for an influx of students? 2. continued economic growth/well-being which will continue the pressure on folks getting into the workforce rather than continuing their education."*

EMPLOYEE: *"Declining and aging populations."*

Cross-Cutting Survey Response Themes

After reviewing responses to the three open-ended questions, the following cross-cutting themes were identified: Partnerships, Instructional Services, Resources, and Career and Training Programs.

Community Value	Trends/Opportunities	Issues/Challenges
Partnerships	Career & Training Programs	Resources
Marketing/Recruitment	Instructional Services	Partnerships
Satisfaction	Partnerships	Instructional Services
Instructional Services	Resources	Career & Training Programs
	College Services	Satisfaction
	Technology	Socioeconomics

Environmental Scanning Data Analysis

While survey data collection and analysis occurred, an initial environmental scan 1.0 report was distributed in March 2020. To gather input from all areas of the College, each department and campus completed a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis based on environmental scan data and staff observations. Faculty and staff were also encouraged to share relevant environmental scanning information to add to the environmental scanning library. These SWOTs were collected and were integrated into an institutional SWOT analysis.

STEP TWO: April 13-17 – Data Analysis

Mid-State formed a broad-based 22-member Strategic Planning Committee comprised of the Executive Leadership Team, the executive dean, each campus dean, two academic deans, two student services personnel, two support staff, and two faculty members. Many of the committee members selected had direct responsibility for implementing the Strategic Plan.

In April 2020 the Strategic Planning Committee convened to inform the mission, vision, core values, and strategic directions through a review of survey findings, SWOT findings, and Environmental Scan Data that culminated in a Sociological, Technological, Economic, Environmental, and Political (STEEP) analysis. The committee completed an institutional SWOT analysis using departmental/campus SWOT findings as a foundation. To complete the institutional SWOT the Strategic Planning Team integrated the strategic planning survey results and environmental scan data organized in STEEP categories into the institutional SWOT analysis. The institutional strategic planning sessions were held virtually through an interactive platform/webinar in a series of three meetings. To ensure careful collection of feedback, surveying tools were used to provide voting and ranking of themes. These tools allowed the results to be shared in real time. Comments were collected through the chat feature as well as through verbal input. Following the completion of the institutional SWOT analysis, the team identified top institutional themes and completed an implications analysis. Based on results and forecasting discussions, the team determined actions to address key implications.

Strategic Planning Committee Members

- Karen Brzezinski, Vice President, Human Resources & Organizational Development
- Sheila Cover, Research Specialist
- Bobbi Damrow, Vice President, Workforce Development & Community Relations
- Beth Ellie, Manager, Institutional Effectiveness, Accreditation & Quality
- Jackie Esselman, Manager, K-12 & Adult Recruitment
- Robb Fish, Vice President Finance & Facilities
- Laurie Inda, Campus Dean, Adams
- Courtney Kostuchowski, Faculty, Corrections & Community Advocacy
- Mandy Lang, Vice President, Student Services & Enrollment Management
- Alex Lendved, Campus Dean, Marshfield
- Christina Lorge, Dean, Retention & Student Support
- Steve Lowery, Instructional Technology & Design Specialist
- Shelly Mondeik, President
- Ben Nusz, Campus Dean, Stevens Point
- Suzanne Rathe, Dean, School of General Education
- Brad Russell, Vice President, Information Technology
- Missy Skurzewski-Servant, Dean, School of Business & Technology
- Chris Severson, Executive Dean, Education Services
- Bob Smith, Faculty, Accounting
- Amber Stancher, Dean, Basic Education & Learning Resources
- Deb Stencil, Vice President, Academics
- Angie Susa, Executive Assistant to the President

At the conclusion of the sessions in April 2020, the following actions were taken by the Strategic Planning Committee:

1) The Strategic Planning Committee determined the College mission, vision, core values, and strategic directions remain relevant and recommended no changes.

2) The Strategic Planning Committee identified the following themes and sub-themes:
   a. Partnership and Community Engagement
      i. Building Internal Partnerships
   b. Student Centeredness and Student Support
      i. Providing Accessible, Proactive Student Support
   c. Programs, Credentials, Course Offerings, and Pathways
      i. ABE, Jail Programming, GED Increases
      ii. Continuing to Proactively Monitor and Research Student Success Metrics
   d. Flexibility (Locations, Hours, Modes, College Processes/Services)
      i. Improving College-Wide Processes

STEP THREE: May – Results Sharing & Confirmation

After the Strategic Planning Committee determined initial findings, the College wanted to confirm those findings by soliciting stakeholder feedback. In May 2020, the College hosted virtual interactive webinars for faculty and staff, students, and stakeholders. Because the mandated social distancing orders were still in effect, feedback was gathered via multiple online webinars. To be as inclusive as possible, two webinars were held for each group to provide all groups the opportunity for input. Every Mid-State employee (full- and part-time), student, and stakeholder was notified about the webinars. The webinars included an overview of survey results and the themes that emerged from the STEEP analysis. In total, 178 stakeholders attended these online interactive webinars and provided feedback. A draft of findings was shared with all constituencies for feedback, specifically seeking feedback on the reaffirmation of mission, vision, core values, and strategic directions as well as a response to themes identified. On May 18, 2020, these results were also shared with the Mid-State Board of Directors. The Board of Directors reviewed the recommendations of the Strategic Plan Committee and provided feedback.

STEP FOUR: June 15 – Board of Directors Ratification

On June 15, 2020, the Mid-State Board of Directors unanimously adopted the recommendations of the Strategic Planning Committee to retain the current mission, vision, core values, and strategic directions.

STEP FIVE: Summer 2020 – Communication of Actions

In August 2020 President Mondeik held virtual campus employee listening sessions to share the outcomes of the strategic planning process and themes and gather feedback regarding the new strategic initiatives for 2020-2025. During these sessions the president collected employee feedback from each campus before the Executive Leadership Team finalized the plan content. During the August 12, 2020, College in-service Dr. Mondeik shared finalized Strategic Plan information and distributed Strategic Plan brochures and one-page strategic plan images to all employees. During fall 2020 program advisory committee meetings the Moving Forward Together 2020-2025 Strategic Plan was announced. The 2020-2025 Strategic Plan brochure and key College initiatives will be shared with campus advisory committee members in spring 2021 when in-person meetings resume. Strategic planning information is also posted on the website for students, faculty and staff, and stakeholders alike.

The College is implementing the 2020-2025 Strategic Plan. All employee groups will have the opportunity to contribute to the success of the Strategic Plan by identifying relevant items on the Strategic Plan and creating activities on their Team Action Plan.

transforming lives through the power of teaching and learning

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