STRATEGIC PLAN
2015-2020

Mid-State does not discriminate on the basis of race, color, national origin, sex, disability, or age in its program, activity, or employment. The following person has been designated to handle inquiries regarding the nondiscrimination policies: Vice President – Human Resources; 500 32nd Street North, Wisconsin Rapids, WI  54494; 715.422.5325.
Breakthrough Strategy #6: Mid-State will leverage employee ownership and talent to champion the Strategic Plan (Key Result: Employee Engagement).

6.1 Develop department/division operational work plans in alignment with the college's Strategic Plan to achieve Key Results.

6.2 Develop a performance progress system to ensure achievement of action plans and related individual goals aligned with the Key Results.

6.3 Employ process improvement to eliminate redundancy and inefficiency.

6.4 Expand mentoring programs for employees to improve preparedness, and identify talent and interest in career advancement.

6.5 Develop and refine intentional communication channels to enhance meaningful employee engagement.

6.6 Develop and implement a plan to improve employee engagement utilizing the results of the Q12 Employee Engagement Survey.
Breakthrough Strategy #4: Mid-State will execute an intentional, integrated enrollment model (Key Result: Student Success).

4.1 Design and employ a strategic enrollment plan, including a process for student flow from inquiry through graduation.

4.2 Define and implement intentional academic, enrollment, and career advising for all students from application through graduation.

4.3 Develop and implement a mandatory orientation program that includes: a) college orientation for all new students and b) program-specific orientation for all students new to a program.

Breakthrough Strategy #5: Mid-State will transform its decision-making processes by capitalizing on the effective use of evidence and data (Key Result: Organizational Effectiveness).

5.1 Define college data and analysis needs and develop applications for evidence-based decision making.

5.2 Design, implement, and transition to a proactive process for securing and expanding resources, including grant funding and foundation support, aligned with college priorities.

5.3 Create a master facilities plan in alignment with the college’s Strategic Plan.

5.4 Create a college-wide technology plan in alignment with the college’s Strategic Plan.

5.5 Develop a model and processes for fiscal planning, budgeting, and resource allocation that aligns resources with the college’s Strategic Plan.

MESSAGE FROM THE PRESIDENT

This plan is the result of an extensive and intentional data collection process that included an environmental scan and a broad range of stakeholder feedback from area employers, educational partners, economic development agencies, Mid-State students, and college employees.

Through this inclusive process, a road map was produced to achieve our Key Results and enrich our college’s welcoming and helpful environment that provides Mid-State graduates with the real-world knowledge, hands-on skills, and confidence they need for in-demand careers in our local workforce. I deeply appreciate the meaningful stakeholder engagement demonstrated throughout this planning process and want to recognize the important contributions of Mid-State faculty and staff who served on the College Strategic Planning Coordinating Committee.

Together, we shaped the Mid-State Technical College 2015-2020 Strategic Plan that will steer the college toward a promising future and enhance our role as a vital resource to the educational and economic needs of the communities we serve.

Sue Budjac, Ed.D. • President, Mid-State Technical College
The next step in the strategic planning process was identification of the most critical, specific Institutional Objectives aligned with, and required for, accomplishment of each Breakthrough Strategy. Institutional Objectives for each Breakthrough Strategy are outlined below.

**Breakthrough Strategies & Level Two Institutional Objectives**

**Breakthrough Strategy #1: Mid-State will maximize student achievement and goal attainment (Key Result: Student Success).**

1.1 Develop an assessment and placement process upon college entry that supports student learning achievement.
1.2 Analyze current success rates and develop a comprehensive strategy to accelerate and improve outcomes for underprepared students.
1.3 Implement a first-year experience aligned with the Integrated Enrollment Model.
1.4 Develop strategies to expand support for industry connections and graduate job placement.
1.5 Engage faculty in the development and measurement of student learning outcomes that ensures Mid-State graduates demonstrate the knowledge, skills, and attributes reflected in the Core Abilities.
1. Mid-State will maximize student achievement and goal attainment. Key Result: Student Success

2. Mid-State will execute an intentional, integrated enrollment model. Key Result: Student Success

3. Mid-State will establish dynamic programs, scheduling, and delivery modes that respond to current and emerging workforce and student needs. Key Results: Student Success and Organizational Effectiveness

4. Mid-State will re-energize and redefine its marketing, recruitment, and outreach. Key Results: Student Success and Organizational Effectiveness

5. Mid-State will transform its decision-making processes by capitalizing on the effective use of evidence and data. Key Results: Organizational Effectiveness

6. Mid-State will leverage employee ownership and talent to champion the Strategic Plan. Key Results: Employee Engagement

2015-2017 STRATEGIC DIRECTIONS

Within the context of our Mission and shared Core Values, Mid-State’s Board of Directors ensures decisions are guided through evidence of institutional effectiveness by focusing on the following Strategic Directions over the next three calendar years:

• Provide responsive, flexible, high-quality education to foster student achievement and life-long learning.
• Break down barriers to maximize access, learning, diversity, and student success.
• Deliver dynamic, relevant solutions to present and future workforce needs to enhance our reputation as a recognized community leader, partner, and resource.
• Embrace organizational effectiveness through the pursuit of excellence and continuous improvement.
BREAKTHROUGH COLLEGE STRATEGIES

An extensive and comprehensive Discovery Process was conducted in Spring 2014. This process included document and data review, surveys, interviews, campus forums, and educational partner sessions. Over 1,000 community, business, and educational partners, college staff, and students participated. Six Breakthrough Strategies emerged from this Level One planning; these six strategies serve as a framework for the Mid-State Technical College 2015-2020 Strategic Plan.

As the college strives to strengthen the fulfillment of its mission and address anticipated challenges and opportunities, the Breakthrough Strategies will guide the planning and decision-making processes.
The Mid-State Technical College 2015-2020 Strategic Plan identifies Breakthrough Strategies and Institutional Objectives, and the action plans required for our college to reach our Key Results in order to fulfill our mission and vision. With this plan, we will enrich the services and programs we deliver, cultivate new partnerships with business and industry, improve our use of technology and facilities, and increase our educational and economic impact within the communities we serve. Together, these will strengthen our ability to provide students with the knowledge, skills, experience, and support they need to make an immediate impact in their new careers.

The assignment of accountable and responsible parties is essential for the effective and efficient implementation of the Strategic Plan. This assignment means that the person(s) has/have unique responsibilities to launch and oversee the respective Strategic Plan component, but does not mean that the action plans are completed alone. The specific tasks of the person(s) assigned accountability/responsibility for Strategic Plan components are to:

- Lead the plan component and manage its timeline.
- Develop appropriate processes for its implementation.
- Identify reallocation of college resources, and additional resource needs as appropriate, for the action plan through the appropriate institutional planning cycle.
- Provide or identify data and other types of evidence to assess the levels of success throughout and following plan implementation.
- Document the activities and outcomes to contribute to the preparation of regular progress reports, and ensure communication of such progress.
INTEGRATED PLANNING MODEL

The college’s Mission, Vision, Core Values, Strategic Directions, Key Results, and Cultural Shifts all guided the college in our development of Mid-State’s 2015-20 Strategic Planning Model on the following page. As depicted, the strategic planning process includes three levels of planning.

Level 1 Planning Breakthrough Strategies
These are the broad statements adopted by the college that represent the most critical areas upon which we intend to focus for the next five years.

Level 2 Planning Institutional Objectives
These are the specific institution-wide objectives aligned with each Breakthrough Strategy that outline the components needed to achieve the Breakthrough Strategy.

Level 3 Planning Action Plans
These are the actual activities and tasks to be completed under each Institutional Objective for it to be achieved.

STRATEGIC PLAN: INTRODUCTION

The work we need to do to achieve our desired results is embedded in this Strategic Plan. This plan is not an add-on to the way we have always done things. Rather, this Strategic Plan is a new way of how we will do things in the future and build on our many strengths. Through a college-wide effort to implement these strategies, objectives, and related action plans, we will change in favor of a future where we take control of our own destiny, offer exceptional education and services, and achieve our Key Results.

WHY A STRATEGIC PLAN?
WE WANT TO...

- Be the very best provider of higher education for our communities.
- Enhance positive impact on students and their paths to success.
- Enrich our contributions to area economic development by ensuring we are meeting changing workforce and community needs.
- Adapt to changing student and community demographics.
STRATEGIC PLAN: INTRODUCTION

The work we need to do to achieve our desired results is embedded in this Strategic Plan. This plan is not an add-on to the way we have always done things. Rather, it is a blueprint for the future where we take control of our own destiny, offer exceptional education and services, and achieve our Key Results.

WHY A STRATEGIC PLAN?

WE WANT TO…
• Be the very best provider of higher education for our communities.
• Enhance positive impact on students and their paths to success.
• Enrich our contributions to area economic development by ensuring we are meeting changing workforce and community needs.
• Adapt to changing student and community demographics.

INTEGRATED PLANNING MODEL

The college’s Mission, Vision, Core Values, Strategic Directions, Key Results, and Cultural Shifts all guided the college in our development of Mid-State’s 2015-20 Strategic Plan and its accompanying action plans. The college’s planning, budgeting, assessment, and improvement processes are represented conceptually in the Mid-State Integrated Planning Model on the following page. As depicted, the strategic planning process includes three levels of planning:

Level 1 Planning Breakthrough Strategies
- These are the broad statements adopted by the college that represent the most critical areas upon which we intend to focus for the next five years.

Level 2 Planning Institutional Objectives
- These are the specific institution-wide objectives aligned with each Breakthrough Strategy that outline the components needed to achieve the Breakthrough Strategy.

Level 3 Planning Action Plans
- These are the actual activities and tasks to be completed under each Institutional Objective for it to be achieved.
The college’s Mission, Vision, Core Values, Strategic Directions, Key Results, and Cultural Shifts all guided the college in our development of Mid-State’s 2015-2020 Strategic Plan and its accompanying action plans. The college’s planning, budgeting, assessment, and improvement processes are represented conceptually in the Mid-State Integrated Planning Model below.
BREAKTHROUGH COLLEGE STRATEGIES (LEVEL ONE PLANNING)

An extensive and comprehensive Discovery Process was conducted in Spring 2014. This process included document and data review, surveys, interviews, campus forums, and focus groups of employers, economic development representatives, community business and educational partners, college staff, and students. Six Breakthrough Strategies, outlined to the right, emerged from this Level One planning; these six strategies serve as a framework for the Mid-State Technical College 2015-2020 Strategic Plan. Additionally, each Breakthrough Strategy aligns with one or more of Mid-State’s Key Results, as the college strives to strengthen the fulfillment of its mission and address anticipated challenges and opportunities.
2015-2017 STRATEGIC DIRECTIONS

Within the context of our Mission and shared Core Values, Mid-State’s Board of Directors ensures decisions are guided through evidence of institutional effectiveness by focusing on the following Strategic Directions over the next three calendar years.

• Provide responsive, flexible, high-quality education to foster student achievement and life-long learning.
• Break down barriers to maximize access, learning, diversity, and student success.
• Deliver dynamic, relevant solutions to present and future workforce needs to enhance our reputation as a recognized community leader, partner, and resource.
• Embrace organizational effectiveness through the pursuit of excellence and continuous improvement.

PROVIDING LEADERSHIP & DIRECTION

Mid-State Board of Directors

Seated (left to right):
Charles Spargo, Lynneia Miller, Peggy Ose, and Betty Bruski Mallek

Standing (left to right):
Terry Reynolds, Justin Hoerter, Joseph Kinsella, Robert Beaver, and Patrick Costello
The Mid-State Technical College 2015-2020 Strategic Plan is built on a foundation of the college’s Mission, Vision, Core Values, Strategic Directions, Key Results, and Cultural Shifts. These statements guide the college in setting priorities and planning for the future.

**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.

**CORE VALUES**
Mid-State Technical College is a principled organization that operates with high standards. As members of the Mid-State...to weave the following Core Values into the fabric of everything we do to positively impact those who seek our services.

- Student Centeredness
- Commitment
- Accountability
- Respect
- Integrity
- Exceptional Service

---

**INSTITUTIONAL OBJECTIVES (LEVEL TWO PLANNING)**

The next step in the strategic planning process was identification of the most critical, specific Institutional Objectives aligned with, and required for, accomplishment of each Breakthrough Strategy. Institutional Objectives for each Breakthrough Strategy are outlined below.

**Breakthrough Strategies & Level Two Institutional Objectives**

Breakthrough Strategy #1: Mid-State will maximize student achievement and goal attainment (Key Result: Student Success).

1.1 Develop an assessment and placement process upon college entry that supports student learning achievement.

1.2 Analyze current success rates and develop a comprehensive strategy to accelerate and improve outcomes for underprepared students.

1.3 Implement a first-year experience aligned with the Integrated Enrollment Model.

1.4 Develop strategies to expand support for industry connections and graduate job placement.

1.5 Engage faculty in the development and measurement of student learning outcomes that ensures Mid-State graduates demonstrate the knowledge, skills, and attributes reflected in the Core Abilities.
This plan is the result of an extensive and intentional data collection process that included an environmental scan and a broad range of stakeholder feedback from area employers, educational partners, economic development agencies, Mid-State students, and college employees. Through this inclusive process, a road map was produced to achieve our Key Results and enrich our college's welcoming and helpful environment that provides Mid-State graduates with the real-world knowledge, hands-on skills, and confidence they need for in-demand careers in our local workforce. I deeply appreciate the meaningful stakeholder engagement demonstrated throughout this planning process and want to recognize the important contributions of Mid-State faculty and staff who served on the College Strategic Planning Coordinating Committee.

Together, we shaped the Mid-State Technical College 2015-2020 Strategic Plan that will steer the college toward a promising future and enhance our role as a vital resource to the educational and economic needs of the communities we serve.

Sue Budjac, Ed.D. • President, Mid-State Technical College

MESSAGE FROM THE PRESIDENT

STRATEGIC PLAN: BREAKTHROUGH STRATEGIES AND INSTITUTIONAL OBJECTIVES

Breakthrough Strategy #2: Mid-State will establish dynamic programs, scheduling, and delivery modes that respond to current and emerging workforce and student needs (Key results: Student Success, Organizational Effectiveness).

2.1 Create flexible packaging and delivery of programs, certificates, and courses based on data, location, workforce, and student needs.
2.2 Deploy a college-wide process for course planning and scheduling that is responsive to student needs.
2.3 Develop and implement a comprehensive Distance Learning Plan focused on access and student success that provides quality standards, expanded offerings, and student support services.
2.4 Deliver high-quality programs with the currency and relevancy to respond to both employer and student needs.
2.5 Develop a comprehensive three-year Educational Master Plan that results in the strategic deployment of academic programming.

Breakthrough Strategy #3: Mid-State will re-energize and redefine its marketing, recruitment, and outreach (Key Results: Student Success, Organizational Effectiveness).

3.1 Collect, analyze, and apply data to direct targeted student recruitment strategies, including those for underserved populations.
3.2 Establish and execute a comprehensive, proactive marketing plan that strengthens college image, recruitment, and enrollment.
3.3 Strengthen community partnerships and economic development through a comprehensive and strategic plan of collaboration.

Breakthrough Strategy #4: Mid-State will execute an intentional, integrated enrollment model (Key Result: Student Success).

4.1 Design and employ a strategic enrollment plan, including a process for student flow from inquiry through graduation.
4.2 Define and implement intentional academic, enrollment, and career advising for all students from application through graduation.
4.3 Develop and implement a mandatory orientation program that includes: a) college orientation for all new students and b) program-specific orientation for all students new to a program.

Breakthrough Strategy #5: Mid-State will transform its decision-making processes by capitalizing on the effective use of evidence and data (Key Result: Organizational Effectiveness).

5.1 Define college data and analysis needs and develop applications for evidence-based decision making.
5.2 Design, implement, and transition to a proactive process for securing and expanding resources, including grant funding and foundation support, aligned with college priorities.
5.3 Create a master facilities plan in alignment with the college’s Strategic Plan.
5.4 Create a college-wide technology plan in alignment with the college’s Strategic Plan.
5.5 Develop a model and processes for fiscal planning, budgeting, and resource allocation that aligns resources with the college’s Strategic Plan.
Breakthrough Strategy #6: Mid-State will leverage employee ownership and talent to champion the Strategic Plan (Key Result: Employee Engagement).

6.1 Develop department/division operational work plans in alignment with the college’s Strategic Plan to achieve Key Results.

6.2 Develop a performance progress system to ensure achievement of action plans and related individual goals aligned with the Key Results.

6.3 Employ process improvement to eliminate redundancy and inefficiency.

6.4 Expand mentoring programs for employees to improve preparedness, and identify talent and interest in career advancement.

6.5 Develop and refine intentional communication channels to enhance meaningful employee engagement.

6.6 Develop and implement a plan to improve employee engagement utilizing the results of the Q12 Employee Engagement Survey.
Mid-State does not discriminate on the basis of race, color, national origin, sex, disability, or age in its program, activity, or employment. The following person has been designated to handle inquiries regarding the nondiscrimination policies:

Vice President – Human Resources
500 32nd Street North
Wisconsin Rapids, WI 54494
715.422.5325

888.575.MSTC • mstc.edu

Published: December 2015