



**MOVING FORWARD TOGETHER
2020-2025**

2020-2025 Strategic Plan Accomplishment Report



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A Message from President Dr. Shelly Mondeik

The 2020–2025 Strategic Plan, *Moving Forward Together*, marks one of the most transformative periods in Mid-State Technical College’s history. Over these five years, we faced extraordinary challenges, a global pandemic, a rapidly evolving regional workforce, and shifting student expectations. Yet through it all, we remained steadfast in our mission to transform lives through the power of teaching and learning. Rather than simply responding to change, Mid-State rose above it, emerging stronger, more resilient, and more innovative than ever before.



During this period, the College strengthened its position as a statewide leader in enrollment growth, program development, workforce partnerships, and student success. We celebrated transformational facility investments, including the Wayne H. Bushman Advanced Manufacturing, Engineering Technology, and Apprenticeship (AMETA®) Center and the Mid-State Healthcare Simulation Center. We expanded regional access through new Fire Training Centers, the LEAD Center, and new instructional spaces such as the Agriculture Lab, a remodeled Salon, a new Culinary Kitchen and Gourmet Café, and began planning for our Oral Health Clinic and Adams Campus expansion. The creation of an outreach presence at Mid-State on Central in Marshfield further underscores our commitment to serving every community in our district.

We also invested deeply in removing barriers to student access and success. The launch of the free, multi-campus shuttle system in 2022 opened doors for countless students by connecting all four campuses more seamlessly than ever before. And in July 2025, Mid-State proudly earned a successful 10-Year Reaffirmation of Accreditation from the Higher Learning Commission, affirming our excellence in educational quality, fiscal stewardship, and institutional effectiveness.

These milestones reflect the collective effort of our dedicated faculty and staff, supportive community partners, K-12 districts, employers, and, most importantly, our students. Their persistence, ambition, and achievements inspire every aspect of our work.

Together, these accomplishments demonstrate clear mission fulfillment, evidenced by expanded access, strengthened academic and workforce pathways, improved student outcomes, and a deepened regional impact. The results of this strategic plan tell the story of a college advancing confidently and purposefully toward its future.

As you read this report, I hope you see what I see every day: a College community united by shared purpose, committed to innovation, and driven by the transformative power of teaching and learning. *Moving Forward Together* has strengthened Mid-State’s foundation and positioned us for even greater impact in the decade ahead.

Sincerely,

Dr. Shelly Mondeik, President

A handwritten signature in black ink that reads "Shelly Mondeik". The signature is written in a cursive, flowing style.

Executive Summary

This report provides a five-year account of how Mid-State Technical College delivered on the goals of the 2020–2025 *Moving Forward Together* Strategic Plan, organized around the College’s five strategic pillars and Key Results. The Executive Summary highlights the most significant achievements across the plan.

Overview of the Plan

Over five years, Mid-State successfully executed a comprehensive, mission-driven strategic plan grounded in five pillars: Programs, K-12, Workforce, Continuing Education, and District Operations. Each pillar advanced measurable priorities tied directly to our Key Results: Organizational Effectiveness, Student Success, and Organizational Health. Together, these efforts expanded opportunity, strengthened regional workforce readiness, and improved student success across the district.

Mission Fulfillment at a Glance

Mid-State’s mission is to *transform lives through the power of teaching and learning*. Over the five-year plan, the College fulfilled this mission through measurable gains in access, student success, and community impact. Improvements in course completion, program completion, workforce and continuing education participation, and K-12 transition rates demonstrate mission fulfillment across all four campuses and reflect the unwavering commitment of our faculty, staff, and partners.

Five Year Outcomes - Mid-State Technical College Annual Goals 2020-2025

Mid-State Technical College measures progress on its strategic directions through clearly defined Key Results: Organizational Effectiveness, Student Success, and Organizational Health. These Key Results, referred to as Board Quality Indicators, are expanded upon through the College Dashboard, which displays the associated performance metrics. The Dashboard also includes measures related to K-12 Outreach and Workforce and Economic Development.

The following section summarizes the five-year performance outcomes for all metrics included on the College Dashboard.

Key Result 1: Organizational Effectiveness

Board Quality Indicator	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Total (#) FTE generated	1,683	1,651	1,669	1,702	1,785
Unduplicated Headcount	6,525	6,494	8,323	8,743	9,918
Service Ratio	1:23	1:27	1:21	1:20	1:17

Key Result 2: Student Success

Board Quality Indicator	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Course Completion	78%	80%	82%	85%	86%
Program Completion after 3 years	35%	34%	36%	36%	41%
Program Completion after 3 years - any credential	32%	30%	35%	37%	39%
Program Completion after 6 years	37%	38%	37%	38%	43%
Program Completion after 6 years - any credential	48%	47%	46%	44%	49%
Fall to Fall Retention of New Program Students	63%	58%	58%	60%	64%
Fall to Spring Persistence - New Program Students	79%	77%	81%	85%	84%
Overall Job Placement	92%	91%	89%	91%	93%
Job Placement in Related Field	81%	77%	79%	77%	86%

Key Result 3: Organizational Health

Board Quality Indicator	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Employee Engagement: The MindSet Survey ¹	N/A	6.74	N/A	7.13	N/A

- Not applicable (N/A) equals the measure does not apply.
- Superscript¹: Assessed every other year.

Other Results

K-12 Outreach	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
High School Transition Rate	Class of 2019-2020 14%	Class of 2020-2021 15%	Class of 2021-2022 16%	Class of 2022-2023 17%	Class of 2023-2024 20%
Number of Dual Credits Granted	4,506	5,866	8,932	10,197	12,760
Value of Dual Credits	\$673,982	\$908,444	\$1,369,768	\$1,600,054	\$2,034,429

Workforce and Economic Development	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Customized Training/ Assistance/Grant Rev.	\$254,337	\$370,598	\$466,623	\$548,368	\$702,085
Duplicated Headcount Served through Workforce Training	752	1,477	2,218	2,264	2,839
Unduplicated Headcount Continuing Ed	1,140	1,546	2,348	3,340	3,029
Duplicated Headcount Continuing Ed	3,677	4,128	2,767	2,900 ³	5,160
FTE for Continuing Education	20	29	32	36	34
FTE for Contract Training	9	18	30	29	38
# Small Businesses Served (<30 employees)	4	17	23	31	51
# Businesses Served through Contracts ⁴	58 Undup./ 85 Duplicated	56 Undup./ 107 Duplicated	141 Duplicated	156 Duplicated	211 Duplicated

- Superscript³: Data calculation changed from unduplicated headcount for continuing education to duplicated headcount for continuing education in fiscal year 2023-2024.
- Superscript⁴: Data definition changed to no longer track unduplicated headcount in the 2022-2023 academic year.

Five-Year Key Result Outcomes: Evidence of Mission Fulfillment

- The College’s Key Results of Organizational Effectiveness, Student Success, and Organizational Health serve as our formal indicators of mission fulfillment. Across the life of the plan, Mid-State achieved significant gains across all Key Results:
- **Organizational Effectiveness:** Achieved top WTCS headcount growth rankings in both 2023-24 and 2024-25 and reached a 1:17 Service Ratio in FY25.
- **Student Success:** Over the five-year plan course completion increased from 78% to 86%; three-year program completion improved from 35% to 41%. Fall-to-spring persistence for new program students rose from 79% (2020-21) to 84% (2024-25).
- **Organizational Health:** Collegewide employee engagement indicators consistently exceeded national benchmarks.
- **K-12 Impact:** Over the five-year plan District high school transition rates increased from 14% to 20%, and dual credits awarded grew 183%. Dual credit participation grew sharply from 1,206 students earning 4,506 credits and saving \$625,883 in tuition in FY21 to 2,869 students earning 12,760 credits and saving \$2,034,429 in FY25.
- **Workforce & Economic Development:** Over the five-year plan customized training participation expanded 288% (609 to 2,363), and continuing education participation increased 166% (1,140 to 3,029).

These results not only demonstrate strong institutional performance but highlight Mid-State’s growing impact on students, employers, and communities across central Wisconsin.

Mission Fulfillment

The following sections provide the detailed results and accomplishments that collectively demonstrate mission fulfillment. Across five years, Mid-State not only met the goals of the strategic plan, it exceeded them in ways that supported students, strengthened partnerships, and expanded regional opportunity. Gains in completion, persistence, dual credit participation, and workforce engagement illustrate the depth of Mid-State's commitment to transforming lives through the power of teaching and learning.

Five-Year Outcomes Aligned to Strategic Plan Pillars: Advancing the Mission through Pillar Achievements

1. Programs

Mid-State advanced academic excellence through strategic program development, facilities expansion, and strengthened student success processes.

Instructional and Facility Enhancements

- Expanded major instructional spaces including the AMETA® Center, Mid-State Healthcare Simulation Center, LEAD Center, Agriculture Lab, Culinary Kitchen, remodeled Salon, and the forthcoming Oral Health Clinic.
- Advanced districtwide access through the establishment of regional Fire Training Center MOUs in Adams, Marshfield, and Stevens Point, Adams Campus expansion and new outreach presence in Marshfield.

Program Expansion and Innovation

- Received Higher Learning Commission (HLC) approval in May 2022 to confer Associate of Arts and Associate of Science degrees, enhancing transfer pathways.
- Launched 9 Associate of Applied Science degrees (2 shared), 1 Associate of Arts degree, 1 Associate of Science degree, 2 apprenticeships, 21 technical diplomas and 78 certificates, expanding flexible on- and off-ramps for skill development.
- Collaborated with state and industry partners to launch innovative programs such as Meat Cutting & Butchery, Dental Assistant, and the forthcoming Dental Hygienist program to address critical workforce shortages.

Student Learning and Success Processes

- Strengthened academic, co-curricular, and institutional assessment through full implementation of the Mid-State Assessment Plan. Assessment efforts resulted Mid-State fully meeting Higher Learning Commission (HLC) standards during a Focused Visit and earning Open Pathway designation during 2025 10 Year HLC Comprehensive Evaluation.
- Enhanced student success through annual program review, data-informed decision-making, and alignment of curricula to labor market needs.
- Expanded credit for prior learning (CPL), transfer opportunities, and access to affordable course materials in partnership with the Campus Store.

2. K-12 Partnerships

Mid-State deepened relationships with district high schools to expand early college access and improve transitions to postsecondary education.

- Expanded on-site engagement, strengthened communication, and broadened dual credit offerings (183% growth).
- Supported high school teachers through grant-funded credentialing pathways.
- Implemented districtwide Direct Admissions with wraparound supports such as Parent Information Nights and High School Advising Weeks.
- Increased high school transition rates from 14% to 20% over the five-year period.
- Dual credit tuition savings grew from \$625,883 in FY21 to \$2,034,429 in FY25.

3. Workforce

Mid-State significantly expanded its workforce and economic development impact.

- Delivered customized training to more than 2,300 individuals in 2024–25, representing 288% growth over the plan cycle.
- Engaged regional small businesses to address training and development needs.
- Expanded Workforce & Economic Development division staffing to meet increased district demand.

4. Continuing Education

These efforts broadened lifelong learning access and aligned offerings with regional priorities.

- Streamlined registration and payment systems, improving ease of enrollment.
- Continuing education participation increased from 1,140 learners in 2020–21 to 3,029 in 2024–25—a 166% increase over the plan cycle.
- Expanded instructional access through partnerships such as the Food + Farm Exploration Center and Mid-State Healthcare Simulation Center.
- Grew conference offerings annually, hosting 14 conferences in FY25.

5. District Operations

Institutional infrastructure and operational systems evolved to support scalability, efficiency, and service to students.

- Implemented I-CARE training modules aligned with core values.
- Completed Phase 2 of 3 of the ERP implementation.
- Earned a successful 10-year HLC Reaffirmation of Accreditation in 2025.
- Launched the free multi-campus transportation shuttle in 2022.
- Launched the 2025–2030 Strategic Plan and adopted a collegewide AI Policy.

- Implemented an Alumni Association and achieved Guided Pathways at scale by June 30, 2023.
- Revised the faculty evaluation process.
- Introduced “Grit,” the Cougar mascot, to strengthen student and community engagement.

Campus Initiatives: Mission Fulfillment Across the District

Campus-level planning ensured alignment between facilities, academic pathways, community engagement, and student support.

- Developed campus facilities plans aligned to programming, events, and community visibility.
- Deployed Campus Scorecards to track impact and performance.
- Sustained Campus Advisory Committees to guide regional decision-making.
- Expanded security presence at all campuses.
- Implemented a districtwide Adult Education plan and provided dedicated financial aid support at each campus.

Connecting the Strategic Plan to Mission Fulfillment

Each component of the *Moving Forward Together* Strategic Plan, its pillars, goals, initiatives, and Key Results, was designed to operationalize and measure mission fulfillment. The following sections illustrate how the College’s coordinated efforts over five years advanced the mission through measurable student success, expanded access, and deepened community impact.

Looking Ahead

The accomplishments of the 2020–2025 Strategic Plan form a strong foundation for the College’s next strategic cycle. As Mid-State implements the 2025–2030 Strategic Plan, *A College for Our Communities*, we are positioned to meet evolving workforce needs, expand student opportunity, and deepen partnerships across central Wisconsin.

Five-Year Accomplishments by Pillar

PROGRAMS PILLAR

Five-Year Accomplishments

The Programs Pillar is central to mission fulfillment, ensuring that every learner has access to high quality, relevant, and flexible pathways that support their goals. Over the five-year period, Mid-State elevated academic quality, expanded districtwide learning access, invested in modern instructional spaces, and strengthened student success systems. These efforts helped students persist, complete, and transition into meaningful careers while supporting the region’s economic vitality.

As the plan progressed, the College deepened its focus on quality assurance, program innovation, and student success, ultimately achieving measurable improvements in course completion, program completion, and retention.

P1: Increase flexibility in program offerings including access through ABE, jail, and GED programming

Mid-State expanded access to education through flexible delivery models, new learning pathways, and strengthened programming across campuses and correctional settings. These improvements removed barriers, supported adult learners, and ensured that students could begin or resume their education no matter their circumstances.

Major Initiatives

- **Expanded ABE, GED, and Jail Education pathways**, increasing instructional access across campuses and correctional settings.
- **Strengthened campus programming plans**, ensuring each campus offered high-demand and regionally relevant pathways.
- **Enhanced instructional capacity in high-need areas**, including expanded CNA, Fire/EMS, and Health offerings at multiple sites.
- **Improved districtwide learning access** through the repositioning of Academic Learning Centers.
- **Increased stop-out reengagement opportunities** by implementing flexible scheduling and pathway re-entry supports.
- **Launched the student shuttle system (2022)** to increase program access across all four campuses.

P2: Increase quality of Mid-State programs

Mid-State strengthened program quality by modernizing instructional spaces, enhancing curriculum and assessment processes, and expanding program development responsive to labor market needs. These actions ensured students received an education aligned with industry expectations and grounded in academic excellence.

Major Initiatives

Instructional & Facility Enhancements

- **Expanded and modernized key instructional spaces, including:**
 - Wayne H. Bushman AMETA® Center
 - Mid-State Healthcare Simulation Center
 - Regional Fire Training Centers
 - LEAD Center
 - Culinary Kitchen
 - Salon Remodel
 - Agriculture Lab
 - Forthcoming Oral Health Clinic
- **Implemented a multi-year campus facilities plans** to align space with program needs.

Quality Assurance & Assessment

- **Implemented the Collegewide Assessment Plan**, strengthening academic, co-curricular, and institutional assessment.

- **Launched an assessment tool to track assessment outcomes.** Leveraged assessment data for continuous improvement.
- **Enhanced program review processes** with data-informed evaluations of curriculum, assessment, and student learning outcomes.
- **Strengthened Credit for Prior Learning (CPL) systems** to ensure rigor, consistency, and student benefit.
- **Partnered with the Campus Store** to expand affordable learning materials and increase adoption of low-cost textbook options.

Program Development

- **Launched 9 Associate of Applied Science degrees (2 shared), 1 Associate of Arts degree, 1 Associate of Science degree, 2 apprenticeships, 21 technical diplomas and 78 certificates** in response to labor market demand and employer partnerships (see Program Development list below: New Academic Programs Launched, 2020–2025).
- Expanded **on- and off-ramp credentials** through embedded technical diplomas and certificates to promote upskilling and career mobility.

New Academic Programs Launched, 2020–2025

9 Associate of Applied Science Degrees

- Agribusiness Science & Technology
- Cybersecurity Specialist
- Culinary Arts
- Individualized Technical Studies by program track
- Surgical Technology
- Radiography (shared)
- Substance Use Disorder Counselor (shared)
- Air Conditioning, Heating & Refrigeration Technology
- Advanced Manufacturing Technology

1 Associate of Arts Degree

- University Transfer – Associate of Arts

1 Associate of Science Degree

- University Transfer - Associate of Science

21 Technical Diplomas

- Precision Machining Technician
- Utility Tree Trimmer
- Advanced Meat Cutting and Butchery
- Hospitality Assistant

- IT User Support Technician
- Food Service Assistant
- Culinary Production Line Cook
- Fire Service Certification
- Agribusiness Agronomy Technician
- Advanced Meat Cutting and Butchery
- Agronomy Technician
- Hospitality Specialist
- Project Management
- Early Childhood Assistant Teacher
- Metal Fabrication
- Firefighter Technician
- Entrepreneur
- Nail Technician
- Jail Academy
- Dental Assistant
- Sterile Processing Technician

2 Apprenticeships

- Early Childhood Educator Apprentice
- Steamfitter Mechanical Drafter Apprentice

78 Certificates

- Agronomy Equipment Basics
- Agriculture Diesel Engines and Equipment
- Introduction to Agriculture Business
- Introduction to Agriculture Topics
- Meat Processing and Retail
- Farm Financial Management
- Tax Preparation Certificate
- QuickBooks & Office Essentials
- Payroll Foundations
- Competitive Sales
- Social and Mobile Marketing
- Adobe Suite
- Human Resources Foundations
- Human Resources Financial Foundations
- Human Resources Talent Development
- Small Business Entrepreneurship
- Fundamentals of Programming
- Leadership Development Fundamentals
- Organizational Leadership
- Quality Management
- Early Childhood - Lead Teacher
- Infant Toddler Specialist
- Foundational Early Childhood Education
- Culinary Foundations
- Meat Cutting and Butchery
- Pantry Chef & Beverage Server
- Metal Mania - Milling
- Metal Mania - Turning
- Gas Metal Arc Welding (GMAW)
- Fuse Your Future - GMAW
- Fuse Your Future - GTAW
- Healthcare Foundations
- Radiography Foundations
- Registered Nurse Refresher Series
- Fitness Professional
- Gerontology Professional
- Health Navigator
- Wellness Specialist
- EMS Wellness Technician
- Foundations of Substance Use Disorder Counselor
- Civil Drafting
- Lean Six Sigma Green Belt
- University Transfer
- Communication Essentials
- Business Skills
- Business Office Foundations
- Business Communications Foundations
- Business Legal Foundations
- Foundations of Business Administration
- Nonprofit Leadership
- Organization & Talent Development
- Process Improvement
- LEAD Institute
- Leadership Foundations
- Project Management Foundations
- Supervision Foundations
- Transformational Leadership

P3: Increase student success by improving course and program completion and retention

Throughout the plan, Mid-State significantly improved student persistence, course success, and program completion—demonstrating the impact of coordinated advising, innovative instructional approaches, and expanded academic support.

Goal Outcomes

- **Course completion** increased from **78% in 2021-2022 to 86% in 2024-2025**, an eight-percentage-point gain and the highest performance of the plan cycle.
- **Three-year program completion** improved from **35% in 2021-2022 to 41% in 2024-2025**, surpassing the strategic goal of 37%.
- **Fall-to-fall retention** increased from **51% in 2021-2022 to 64% in 2024-2025**, reflecting strengthened onboarding, advising, and re-engagement strategies.

Major Initiatives Supporting Student Success

- **Strengthened onboarding, advising, and academic planning systems** to support new and continuing students.
- **Implemented Guided Pathways at scale (June 2023)**, improving clarity of program maps and reducing barriers to progression.
- **Expanded work-based learning, simulation-based instruction, and lab-based skill development** across key programs.
- **Strengthened student re-engagement strategies**, contributing to improved retention and stop-out return rates.
- **Expanded and repositioned Academic Learning Centers** to improve access to tutoring, testing, and academic support.
- **Strengthened instructional supports** that directly contributed to retention and course success, including targeted interventions in Nursing and other high-impact programs.

K-12 Pillar

Five-Year Accomplishments

Building upon the momentum of the Programs pillar, the K-12 pillar deepened early college access and strengthened transitions. Strengthening early college access and supporting high school transitions directly advances Mid-State's mission by expanding opportunity for young learners across the district. Over five years, the College deepened school partnerships, strengthened dual credit pathways, improved communication to families and educators, and increased transition rates into Mid-State programs.

These coordinated efforts contributed to meaningful growth in dual credit participation, improved high school transition to Mid-State, and stronger alignment between secondary and postsecondary systems.

K1: Improve dual credit opportunities at each high school

Mid-State expanded early college access across the district by strengthening dual credit offerings, improving instructor credentialing pathways, and aligning academic content with labor market needs.

Major Initiatives

- **Expanded dual credit offerings across all district high schools**, resulting in a 183% increase (4,506 to 12,760) in dual credits awarded over the plan cycle.
- Dual credit tuition savings grew from \$625,883 in FY21 to \$2,034,429 in FY25.
- **Strengthened partnerships with high school instructors** through grant-funded support for graduate-level coursework required for dual credit credentialing.
- **Aligned dual credit courses to priority program pathways**, ensuring students could earn credits that apply directly to Mid-State credentials.
- **Increased on-site and virtual course delivery capacity** to reach more students in rural and underserved areas.
- **Supported high schools with curriculum alignment and scheduling coordination** to maximize opportunities for students to earn transcribed credit.

K2: Improve high school transition rate

Transitioning high school students into postsecondary education was a core focus of the K-12 pillar. Mid-State implemented new systems and supports that made pathways from high school to college clearer, more accessible, and better supported.

The district high school transition rate increased from 14% to 20% over the five-year plan, reflecting strong collaborative engagement and improved support for high school learners.

Major Initiatives

- **Implemented districtwide Direct Admissions**, ensuring all eligible high school seniors received automatic admission to Mid-State programs.
- **Launched Parent Information Nights and High School Advising Weeks**, offering hands-on, personalized support for students and families navigating college decisions.

- **Expanded high school recruitment and on-site presence**, including advisor travel to schools, classroom visits, and participation in school events.
- **Provided customized advising and FAFSA support** for students transitioning into Mid-State programs.
- **Developed clear program maps and advising tools** tailored for high school audiences, supporting smooth transition and program selection.

K3: Improve resources for enhanced communication to K-12 audiences

The College strengthened communication systems to ensure high school partners, students, and families had timely, clear, and consistent information about opportunities and supports.

Major Initiatives

- **Improved communication flows with K-12 administrators and counselors**, including coordinated outreach schedules and consistent updates on program changes.
- **Developed K-12-specific marketing materials** highlighting dual credit options, transfer pathways, program maps, and student support resources.
- **Launched communication tools for families**, including newsletters, digital guides, and parent-focused outreach during advising events.
- **Enhanced data sharing processes with K-12 districts** to support advising, course planning, and student follow-up.
- **Increased collaboration with regional high school advisory committees**, ensuring continuous feedback on communication needs and program alignment.

Workforce Pillar

Five-Year Accomplishments

Building on the strong foundation created through K-12 partnerships and early college access, the Workforce pillar extends Mid-State's impact by meeting the talent needs of regional employers and supporting economic vitality across the district. The Workforce Pillar fulfills the mission by partnering with employers to deliver responsive, hands-on training that builds regional talent pipelines, supports economic vitality, and provides learners with transformative skill-building opportunities. Throughout the five-year plan, Mid-State significantly expanded its workforce development capacity to meet the needs of business and industry across the district. The College deepened employer engagement, broadened customized training and continuing education offerings, strengthened regional partnerships, and increased its competitiveness in securing workforce-focused grants. These efforts positioned Mid-State as a key workforce and economic development leader in central Wisconsin.

W1: Increase workforce services provided to meet district needs

Mid-State expanded its ability to serve employers through high-quality, responsive training and skill-development solutions. Over the life of the plan, the College saw substantial growth in customized training participation and strengthened its capacity to support businesses of all sizes across the district.

Major Initiatives

- **Expanded customized training services**, ultimately serving 2,300 individuals in 2024–25 compared to 609 in 2020–21—a 288% increase over the plan cycle.
- **Increased access to short-term training solutions**, including contract training, workshops, and industry-recognized credentials.
- **Developed sector-aligned workforce solutions** in areas such as manufacturing, health care, public safety, business, and agriculture.
- **Enhanced staffing within the Workforce & Economic Development division** to support employer outreach and high-demand training.
- **Implemented flexible delivery models** (on-site, hybrid, virtual, and weekend offerings) to meet employer scheduling needs.
- **Strengthened small business engagement**, ensuring that smaller employers could access training opportunities tailored to their workforce development goals.

W2: Build community partnerships for workforce development opportunities

Mid-State strengthened and expanded its network of employer, industry, and community partners to support regional talent development. These partnerships enhanced access to high-quality training, strengthened program relevance, and increased the College's ability to respond rapidly to local workforce needs.

Major Initiatives

- **Collaborated with regional employers and industry associations to co-design training, apprenticeships, credentials, and short-term workforce solutions** aligned with local labor shortages.
- **Partnered with municipal fire departments across the district to establish and expand regional Fire Safety Training Center MOUs** in Adams, Marshfield and Stevens Point, increasing hands-on training capacity for Fire/EMS students and incumbent workers.
- **Strengthened local healthcare partnerships**, including longstanding collaboration with Aspirus Riverview Hospital, to support clinical placements, simulation-based training, and talent pipeline development.
- **Expanded partnerships with agricultural, manufacturing, and construction employers** to align technical programming with emerging technologies and skill needs.
- **Engaged small and mid-sized businesses** to assess training needs and deliver customized solutions that support workforce retention and upskilling.
- **Launched a contract training CDL** program.
- **Collaborated with community-based organizations, chambers of commerce, and economic development entities** to promote regional workforce strategies and coordinate employer outreach across central Wisconsin.

W3: Grow competitive grants

Mid-State expanded its pursuit and management of competitive grant opportunities to support workforce innovation, program development, and facilities expansion. The College increased its competitiveness, improved internal grant development processes, and secured major workforce and economic development awards.

Major Initiatives

- **Increased pursuit of competitive state and federal workforce grants**, prioritizing projects aligned with targeted industries and regional labor force needs.
- **Secured major competitive awards, including the \$1.8 million EDA grant** (matched locally) to expand the Adams Campus with dedicated instructional space for healthcare, construction, and welding programs.
- **Expanded internal grant development capacity**, including cross-divisional collaboration for project design, data analysis, and alignment with institutional priorities.
- **Leveraged competitive grant funding to expand instructional equipment, technology, and simulation resources** supporting programs in manufacturing, health care, public safety, and business.
- **Strengthened grant reporting and compliance systems** to support transparent project tracking and ensure long-term competitiveness for future awards.
- **Enhanced employer and community partnerships tied to grant-funded initiatives**, ensuring sustainability and alignment with workforce needs.

Continuing Education Pillar

Five-Year Accomplishments

Complementing the Workforce pillar's focus on employer-driven training, the Continuing Education pillar broadens access to lifelong learning and community enrichment across the district. The Continuing Education Pillar advances mission fulfillment by expanding lifelong learning opportunities that promote personal growth, professional advancement, and community enrichment for learners across the district. Throughout the five-year plan, Mid-State significantly expanded continuing education and community enrichment opportunities for district residents. The College broadened access to lifelong learning, streamlined registration processes to improve the student experience, and expanded conference offerings to meet growing regional demand. These efforts strengthened Mid-State's role as a central provider of personal enrichment, professional development, and community-based learning.

C1: Provide continuing education and enrichment programming to meet district resident needs

Mid-State expanded continuing education access across the district with a robust schedule of professional development, personal interest courses, and partnership-based learning opportunities. The College strengthened alignment between community needs and continuing education offerings, resulting in significant growth in participation over the plan period.

Major Initiatives

- **Expanded continuing education programming** across campuses and community sites, contributing to substantial enrollment growth of 1,140 in FY21 to 3,029 in FY25.
- **Introduced new enrichment, professional development, and skill-focused offerings** aligned with resident interests and employer needs.
- **Strengthened partnerships with community organizations**, such as the Food + Farm Exploration Center and the Mid-State Healthcare Simulation Center, to deliver specialized educational experiences.
- **Developed flexible course formats** (in-person, hybrid, and fully online) to meet the scheduling needs of adult learners and community members.
- **Enhanced marketing and outreach strategies** to promote continuing education opportunities across the district.

C2: Improve ease of student registration experience through a new registration and payment platform

Improving the student experience was a core focus of the plan. Mid-State recognized that accessible, user-friendly registration processes were essential to expanding participation in continuing education and enrichment programming.

Major Initiatives

- **Implemented a new registration and payment platform** to streamline enrollment for continuing education participants.
- **Improved the online user interface** to simplify course search, selection, and transaction processes.
- **Reduced barriers to registration** by enabling quicker enrollment workflows for noncredit learners.
- **Enhanced backend systems** to improve accuracy, data flow, and reporting for continuing education staff.
- **Provided staff training and support** to ensure smooth adoption and consistent service across all campuses.

C3: Increase conference opportunities

Mid-State strengthened its role as a regional convener and thought leader by expanding annual conference offerings. These conferences created access to professional learning, community networking, and industry-focused development opportunities.

Major Initiatives

- **Expanded annual conference offerings**, from one conference attracting 12 attendees in FY21 compared to 18 conferences hosted in FY25 resulting in 1,729 headcount. In FY25 Temple Grandin's presentation on Autism & Neurodiversity attracted 548 attendees.
- **Developed new conference themes** aligned with regional workforce needs, community interests, and emerging industry trends.
- **Strengthened partnerships with subject matter experts, employers, and community organizations** to enhance conference quality and relevance.
- **Improved logistical and event management processes** to support larger conference audiences and multi-session formats.
- **Enhanced marketing and communication strategies** to broaden conference reach and increase engagement among district residents and professionals.

List of Conferences

2020-2021

- Nuts, Bolts, and Thingamajigs Youth Manufacturing Camp

2021-2022

- College Camp
- Agribusiness Farm Tour
- Wisconsin Rapids Lab Association Conference

2022-2023

- College Camp
- Agribusiness Farm Tour
- Central Wisconsin Farm Profitability Expo
- Adams County Officers Association Conference
- Wisconsin College Learning Center Association Conference
- Collaborative Vision Conference



2023-2024

- College Camp
- Wisconsin Rapids Fire Department Fall Fire Conference
- DEI Applied Conference
- Pride & Ownership in the Fire District Conference
- Wood County Housing Summit
- Agribusiness Farm Tour
- Farm Rescue Safety Invitational
- Adult Education Conference
- Adams County Officers Association Conference
- Central Wisconsin Farm Profitability Expo
- Second Annual Partners in Education Event
- SPARK! Nonprofit Conference
- Collaborative Vision Conference
- WI Level Up Convention

2024-2025

- Nurse Aid Training Forum
- WRFD Fall Fire Conference
- WHIMA Conference
- Non-Profit Community Forum
- WWHEL Conference
- Women in Business Leadership Workshop
- Temple Grandin - Autism & Neurodiversity
- WTCS New Leaders Summit
- WTCS Assessment Conference
- Farm Tour + Ag Day Celebration
- Farm Rescue Safety Invitational
- Adams Co Emergency Services Conference
- Central WI Farm Profitability Expo
- WTCS Foundations Overview
- Collaborative Vision Conference
- Wisconsin Paper Council Women in Leadership
- WEDI Training
- WI Connecting Entrepreneurial Communities Conference

District Pillar

Five-Year Accomplishments

Together, Programs, K-12, Workforce, and Continuing Education efforts rely on strong institutional systems. The District pillar supports these outcomes by advancing operational excellence, innovation, and service across all campuses. The District Pillar strengthens mission fulfillment by fostering a collaborative, innovative, and student-centered environment that enhances institutional effectiveness, operational excellence, and equitable access to services across all campuses. Throughout the 2020–2025 strategic plan, Mid-State strengthened its institutional operations by enhancing customer service, modernizing processes and systems, expanding innovation capacity, supporting student well-being, advancing students sense of belonging, and deepening community partnerships.

D1: Provide exceptional customer service experiences

Mid-State prioritized consistent, high-quality customer service across all campuses and departments. These efforts improved interactions with students, employees, and community members by reinforcing Mid-State’s core values and service commitments.

Major Initiatives

- **Implemented I-CARE customer service modules** to standardize service expectations across the district.
- **Provided employee training on customer service practices**, including communication, responsiveness, and problem-solving.
- **Expanded cross-department coordination** to reduce service hand-offs and improve resolution times for student and community inquiries.
- **Improved campus welcome and navigation supports**, including signage, information desks, and event hospitality.

D2: Improve processes to enhance access, efficiency, effectiveness, and fiscal outcomes

Mid-State modernized systems and processes to increase operational efficiency and improve institutional effectiveness. These upgrades enhanced access to services, improved data flow, and supported long-term financial sustainability.

Major Initiatives

- **Advanced ERP Implementation (Phase 2 of 3)** to modernize operations, strengthen data integrity, and streamline processes.
- **Launched the multi-campus shuttle service (2022)** to remove transportation barriers and increase access to programs and services.
- **Implemented process improvements** in areas such as admissions, registration, financial aid, and student scheduling to reduce bottlenecks and improve user experience.
- **Expanded use of digital forms, workflow automation, and electronic approvals** to enhance efficiency and reduce paper-based processes.
- **Refined budget and resource allocation processes** to align fiscal decisions with strategic priorities.

D3: Enhance innovation at Mid-State

Goal: Innovation projects completed

Mid-State cultivated a culture of innovation by encouraging cross-department collaboration, supporting emerging technologies, and empowering employees to identify and lead improvement projects.

Major Initiatives

- **Developed and implemented a collegewide AI Policy**, promoting responsible and ethical use of artificial intelligence tools.
- **Supported faculty and staff innovation projects** through structured opportunities to propose, test, and evaluate new ideas.
- **Expanded use of simulation and technology-enhanced learning**, particularly in manufacturing, health care, and public safety instruction.
- **Launched new instructional delivery approaches**, including hybridized and accelerated formats that improved access and program flexibility.
- **Completed campus and program-level innovation pilots**, integrating lessons learned into broader institutional adoption.

D4: Provide accessible, proactive student support

The College strengthened student support services across all campuses, creating more proactive, accessible, and coordinated services to help students persist and succeed.

Major Initiatives

- **Expanded financial aid access and support** at each campus, ensuring equitable student assistance.
- **Strengthened student advising and onboarding**, including early alert systems and proactive outreach.
- **Repositioned Academic Learning Centers** to better serve tutoring, testing, and academic support needs. In FY25 920 program students received individualized tutoring and academic coaching to persist.
- **Enhanced districtwide adult education supports**, including an Adult Education Plan to improve access for returning adult learners. In FY25, they served 1,357 adult learners, including 108 English Language Learners, 82 adults seeking job-readiness support, and 247 GED/HSED students. Of these, 74 earned a high school credential, and 23 of these transitioned into Mid-State programs.
- **Expanded security presence** at all campuses to enhance safety and ensure a welcoming environment for students and visitors.

D5: Support organizational health initiatives

Mid-State advanced institutional organizational health efforts by strengthening training, support systems, and campus environments that promote belonging and equitable opportunities.

Major Initiatives

- **Delivered organizational health-focused training and resources** for faculty and staff to support equitable educational practices.
- **Aligned policies and practices** with organizational health goals, including inclusive language updates, accessibility improvements, and universal design principles.
- **Hosted events, workshops, and community engagement activities** that promoted cultural awareness and inclusion.
- **Strengthened student support systems** for historically underserved populations, including expanded adult education and outreach services.

D6: Create and foster external college partnerships

Mid-State deepened partnerships with municipal, regional, state, and community organizations to strengthen its visibility, expand services, and support shared economic and educational priorities.

Major Initiatives

- **Enhanced district visibility** through facility expansions, community presence, and outreach initiatives.
- **Collaborated with regional chambers of commerce, economic development organizations, and local governments** to strengthen community connections and support workforce and economic priorities.
- **Expanded campus-level engagement through Campus Advisory Committees**, ensuring ongoing community input and alignment with local needs.
- **Established and supported partnerships related to major institutional initiatives**, including the AMETA® Center, Mid-State Healthcare Simulation Center, and regional Fire Training Centers in Adams, Marshfield and Stevens Point.
- **Launched and grew the Alumni Association**, expanding the College's network of external ambassadors and community relationships.

D7: Enhance professional collaborative environment.

Creating a professional, collaborative, and supportive organizational environment is essential to mission fulfillment. Throughout the five-year plan, Mid-State strengthened the culture of teamwork, communication, and shared responsibility that allows employees to innovate, grow, and deliver exceptional service to students and communities. These accomplishments reflect a College committed not only to operational excellence, but to the people who make that excellence possible.

Major Initiatives

- **Twice a year, President Mondeik hosts College Conversations listening sessions with faculty and staff to gather feedback and strengthen communication.**
- **Launched an online Continuous Improvement Box** that invites faculty and staff to share feedback. Each suggestion is reviewed personally by the President and evaluated for potential action.
- **Every five years, the President meets individually with each employee to gather feedback.** These one-on-one conversations support continuous improvement across the college.
- **Implemented a revised faculty evaluation process** that modernizes performance metrics, strengthens instructional quality expectations, and reinforces continuous improvement.
- **The Vice President of Academics introduced Coffee with Chris to invite direct faculty feedback and also hosted Faculty Forums** to gather input from Faculty Team Leads.
- **Vice President for Student Services and Enrollment Management solicits student feedback on college initiatives and emerging needs** by attending Student Leadership Board meetings.
- **Expanded professional development opportunities** to support instructional excellence, innovation, and data-informed decision-making.
- **Strengthened communication channels** to enhance transparency around strategic initiatives, operational changes, and collegewide decision-making.
- **Expanded recognition and celebration of employee contributions,** fostering a sense of belonging and shared purpose across all campuses.

Campus-Specific Accomplishments

Mid-State's four campuses are the heart of the College's mission—serving as local access points for high-quality education, workforce development, and community engagement. Over the five-year strategic plan, each campus advanced the College's goals in ways that strengthened regional opportunity, expanded pathways, and deepened community partnerships. Together, these accomplishments demonstrate mission fulfillment across the district and reinforce Mid-State's identity as One College with Four Campuses.

Adams Campus

Enrollment & Access

The Adams Campus experienced significant gains in FTE and headcount over the life of the plan, supported by expanded program offerings and enhanced community engagement.

Program & Instructional Expansion

- The undergraduate headcount rose from 70 to 108 from FY21 to FY25.
- Expanded academic and workforce programming aligned to regional needs, adding 11 new program and certificate offerings.

New Program List

1 AAS Degree

- Substance Use Disorder Counselor (shared)

1 Technical Diplomas

- Entrepreneur

9 Certificates

- Business Communications Foundations
- Business Legal Foundations
- Business Office Foundations
- Foundations of Business Administration
- Human Resources Foundations
- Leadership Foundations
- Payroll Foundations
- Project Management
- QuickBooks & Office Essentials

Facilities & Learning Environment Enhancements

- Completed the full Adams Campus facility maintenance plan (2024–2025).
- Initiated the Science Lab and Student Services & Innovation Center (SSIC) remodel, scheduled for completion in 2026.

K-12 Engagement

- Strengthened collaboration with Adams-Friendship High School, contributing to tripling early success in transition rates. High school transition rose from 7% in FY21 compared to 22% in FY25.
- Expanded dual credit offerings nearly sixfold. In FY21 dual credit students were granted 63 post-secondary credits saving parents \$8,751. In FY25 dual credit students earned 435 post-secondary credits, saving parents \$68,910.

Workforce & Continuing Education Impact

- Expanded fire training opportunities, increasing access to public safety education.
- Hosted third annual Emergency Services Conference March 29, 2025.
- Increased access to continuing education through scholarship expansion and additional course options.
- Expanded contract training and continuing education offerings grew the unduplicated headcounts by 500% with 84 served in FY21 while 381 served in FY25.
- Due to expanded campus outreach, the overall unduplicated campus headcount flourished rising from 314 to 549 from FY21 to FY25.

Marshfield Campus

Enrollment & Access

Marshfield saw small gains in FTE and headcount, supported by new program offerings and expanded capacity in key instructional areas.

Program & Instructional Expansion

- The undergraduate headcount rose from 565 to 590 from FY21 to FY25.
- Expanded academic and workforce programming aligned to regional needs, adding 28 new program and certificate offerings.

New Program List

4 AAS Degrees

- Agribusiness Science & Technology
- Radiography (shared)
- Substance Use Disorder Counselor (shared)
- Surgical Technology

Associate of Arts Degree

- University Transfer – Associate of Arts

Associate of Science Degree

- University Transfer – Associate of Science

7 Technical Diplomas

- Advanced Meat Cutting and Butchery
- Agronomy Technician
- Competitive Sales
- Dental Assistant
- Entrepreneur
- Fire Service Certification
- Sterile Processing Technician

15 Certificates

- Ag Diesel Engines and Equipment
- Business Communications Foundations
- Business Legal Foundations
- Business Office Foundations
- Foundations of Business Administration
- Healthcare Foundations
- Human Resources Foundations
- Leadership Foundations
- Meat Processing and Retail
- Payroll Foundations
- Project Management
- QuickBooks & Office Essentials
- Registered Nurse Refresher Series
- Sales Specialist
- Stainless Steel Welding
- Implemented CNA program adjustments to respond to rising local demand.
- Built partnership with the Family Health Center to support facilities to launch the Dental Assistant program.
- Advanced Agricultural Lab initiative to strengthen regional agriculture pathways.

Facilities & Learning Environment Enhancements

- Opened Mid-State on Central to support visibility and access.
- Completed a major remodel of the science lab (Room 108), improving instructional quality and hands-on learning.
- Opened an outreach site at Marshfield Clinic site to share healthcare opportunities with the community.

K-12 Engagement

- Strengthened partnership activities with Marshfield High School to support dual credit and transition activities.
- Strengthened collaboration area high schools, contributing to early success in transition rates. High school transition rose from 10% in FY21 compared to 17% in FY25.
- Expanded dual credit offerings threefold. In FY21 dual credit students were granted 1,226 post-secondary credits saving parents \$170,291. In FY25 dual credit students earned 3,716 post-secondary credits, saving parents \$597,884.

Workforce & Continuing Education Impact

- Expanded fire and EMS training capacity.
- Provided consistent Workforce & Economic Development (WED) client leads, enhancing employer outreach.
- Due to expanded campus outreach, the unduplicated campus headcount rose from 966 to 1,747 from FY21 to FY25.
- Expanded contract training grew unduplicated headcounts from 112 served in FY21 to 380 served in FY25.
- Expanded continuing education offerings grew the unduplicated headcounts by more than 250% with 166 served in FY21 while 586 served in FY25.

Stevens Point Downtown Campus

Enrollment & Access

The Stevens Point Downtown Campus sustained enrollment while expanding program access to meet community needs.

Program & Instructional Expansion

- Undergraduate headcount held steady, increasing slightly from 991 in FY21 to 1,003 in FY25.
- Expanded academic and workforce programming aligned to regional needs, adding 27 new program and certificate offerings.

New Program List

3 AAS Degrees

- Cybersecurity Specialist
- Radiography (shared)
- Substance Use Disorder Counselor (shared)

1 Associate of Arts Degree

- University Transfer – Associate of Arts

1 Associate of Science Degree

- University Transfer – Associate of Science

4 Technical Diplomas

- Competitive Sales
- Entrepreneur
- IT User Support Technician
- Project Management

18 Certificates

- Business Communications Foundations
- Business Legal Foundations
- Business Office Foundations
- Communication Essentials
- Early Childhood – Lead Teacher
- Foundational Early Childhood Education
- Foundations of Business Administration
- Fundamentals of Programming
- Healthcare Foundations
- Human Resources Foundations
- Infant Toddler Specialist
- LEAD Institute
- Leadership Foundations
- Nonprofit Leadership
- Payroll Foundations
- QuickBooks & Office Essentials
- Registered Nurse Refresher Series
- Transformational Leadership
- Strengthened fire training opportunities through a 10-year MOU to support regional public safety development.

Facilities & Learning Environment Enhancements

- Opened the LEAD Center to support leadership growth for our students and communities.
- Relocated and redesigned the Academic Learning Center to improve access to tutoring, testing, and support services.

- Advanced planning with the City of Stevens Point for future conference center partnership opportunities.
- Celebrated the 10-year campus milestone and successful name change through a districtwide engagement campaign.
- Completed renovations of Rooms 322/323 to enhance instructional flexibility.

K-12 Engagement

- Strengthened collaboration area high schools, contributing to early success in transition rates. High school transition rose from 14% in FY21 compared to 17% in FY25.
- Expanded dual credit offerings. In FY21 dual credit students were granted 1,614 post-secondary credits saving parents \$224,185. In FY25 this nearly tripled with dual credit students earning 4,673 post-secondary credits and saving parents \$743,584.

Workforce & Continuing Education Impact

- Due to expanded campus outreach, the unduplicated campus headcount more than doubled from 1,526 to 3,433 from FY21 to FY25.
- Expanded contract training unduplicated headcounts grew sharply from 112 served in FY21 to 1,041 served in FY25.
- Expanded continuing education offerings grew the unduplicated headcounts by more than 500% with 177 served in FY21 while 1,169 served in FY25.

Wisconsin Rapids Campus

Enrollment & Access

As Mid-State's largest campus and administrative hub, Wisconsin Rapids experienced FTE/headcount declines due in part to the opening of the AMETA Center which resulted in the relocation of several flagship programs from the Wisconsin Rapids Campus and districtwide program expansion.

Program & Instructional Expansion

- Undergraduate headcount decreased by 18% from 1,700 in FY21 to 1,388 in FY25. One key factor impacting campus headcount was the opening of the AMETA Center, which resulted in the relocation of several flagship programs, including Automation & Instrumentation Technology; Civil Engineering Technology-Highway Technician; Precision Machining Technician; and Welding.
- Expanded academic and workforce programming aligned to regional needs, adding 33 new program and certificate offerings.



New Program List

5 AAS Degrees

- Agribusiness Science & Technology
- Culinary Arts
- Cybersecurity Specialist
- Radiography (shared)
- Substance Use Disorder Counselor (shared)

1 Associate of Arts Degree

- University Transfer – Associate of Arts

1 Associate of Science Degrees

- University Transfer – Associate of Science

8 Technical Diplomas

- Agronomy Technician
- Competitive Sales
- Culinary Production Line Cook
- Entrepreneur
- Fire Service Certification
- Heating, Ventilation, Air Conditioning & Refrigeration (HVAC-R) Technician
- Jail Academy
- Utility Tree Trimmer

18 Certificates

- Agronomy Equipment Basics
- Business Communications Foundations
- Business Legal Foundations
- Business Office Foundations
- Communication Essentials
- Culinary Foundations
- Foundations of Business Administration
- Fundamentals of Programming
- Gas Metal Arc Welding (GMAW)
- Healthcare Foundations
- Human Resources Foundations
- Leadership Foundations
- Pantry Chef & Beverage Server

- Payroll Foundations
- Project Management
- QuickBooks & Office Essentials
- Registered Nurse Refresher Series
- Sales Specialist

Provided districtwide instructional support for health, manufacturing, and business programs.

Facilities & Learning Environment Enhancements

- Advanced facility maintenance and modernization efforts across the campus.
- Opened the Academic and Professional Excellence Center.
- Initiated the Oral Health instructional space remodel (completion expected 2026) to support the Dental Hygienist program.
- Completed design work for relocating the Academic Learning Center to enhance future student access.

K-12 Engagement

- Supported high school outreach and advising through centralized student services and recruitment functions.
- Strengthened collaboration area high schools, contributing to early success in transition rates by 7%. High school transition rose from 19% in FY21 compared to 26% in FY25.
- Expanded dual credit offerings, offering 98 courses in FY25 compared to 57 in FY21. In FY21 dual credit students were granted 1,508 post-secondary credits saving parents \$209,461. In FY25 this more than doubled with dual credit students earning 3,662 post-secondary credits and saving parents \$579,293.

Workforce & Continuing Education Impact

- Served as the homebase for Workforce & Economic Development (WED) activities across the district.
- Due to expanded campus outreach, the unduplicated campus headcount more than doubled from 1,526 to 3,433 from FY21 to FY25.
- Contract training unduplicated headcounts doubled from 321 served in FY21 to 681 served in FY25.
- Expanded continuing education offerings grew, with the unduplicated headcount nearly doubling with 536 served in FY21 while 1,016 were served in FY25.

The Power of Partnership

Mid-State's achievements were made possible through strong and diverse partnerships across the region and state.

- Supported by 39 business, over 175 individuals, and 8 governmental entities for the AMETA® Center. This \$23M investment recognized with the Showcase Award in Planning, Governance, and Finance at the Bellwether College Consortium's 31st Annual Community College Futures Assembly.
- Secured a \$1.7M EDA grant (matched locally) to advance the Adams Campus expansion, supporting healthcare, construction, and welding programs.
- Partnered with Aspirus Riverview Hospital and Legacy Foundation on the Mid-State Healthcare Simulation Center.
- Expanded training offerings at Fire Safety Training Center through 10-year MOUs with municipal fire department partners in Adams, Marshfield, and Stevens Points.
- Launched the districtwide shuttle service in collaboration with Wisconsin Automotive & Truck Education Association (WATEA) and the State Workforce Innovation Grant.

Impact and Recognition

Mid-State's progress resonated beyond the district and earned significant recognition.

- The Wayne H. Bushman AMETA® Center received the international CASE Circle of Excellence Award, was named a Bellwether Award finalist, and secured the 2025 Showcase Award. The project was named runner-up for the national Transfr's Trailblazer Power of Partnership Award.
- Dr. Shelly Mondeik, president of Mid-State Technical College, was named the Central Region 2024 Chief Executive Officer (CEO) by the Association of Community College Trustees (ACCT).
- The Nursing program was named the top RN program in Wisconsin for 2026 by RegisteredNursing.org, noting the program's 100% NCLEX pass rate in 2024 compared to the national average of 91.2%.
- Mid-State was recognized as Wisconsin's Top Technical College for 2025 by *Education Insider* magazine.
- In 2025, Mid-State received three major chamber awards: Portage County Business Council Decree of Excellence, Marshfield Area Chamber Firm of the Year, and Heart of Wisconsin Chamber Member of the Year.
- Mid-State has lead the WTCS in percent growth in headcount in FY24 and FY25.

These honors highlight the College's regional and national leadership and the dedication of faculty and staff whose work continues to elevate Mid-State among technical colleges. These honors also show how the college is fulfilling its mission in each part of the district it serves.

Conclusion

The 2020-2025 *Moving Forward Together* Strategic Plan established a bold vision for Mid-State Technical College. Through the dedication of our College community, Mid-State not only reached that vision but built the foundation for even greater impact in the years to come. The outcomes reflected in this report demonstrate a College that listens, adapts, innovates, and continuously advances student and community success. The achievements of the past five years provide a clear foundation for the ambitions of the 2025-2030 *A College for Our Communities* Strategic Plan, positioning the College to accelerate student success, deepen partnerships, and expand regional impact.



Appendix

2020-2025 Strategic Plan Framework

The *Moving Forward Together 2020–2025 Strategic Plan* was built on Mid-State’s mission, vision, core values, and strategic directions and operationalized through a structure designed for clarity, accountability, and measurable outcomes.

The plan included:

- **Five Strategic Pillars**, each with clearly defined goals.
 - Programs
 - K-12
 - Continuing Education
 - Workforce
 - District
- **Campus Team Action Plans** to ensure local responsiveness.
- **Annual Team Action Plans** for academic programs and service teams aligning tasks to measurable metrics.
- **Key Results College Dashboard** tracking effectiveness, student success, and organizational health.

This framework ensured that every part of the institution—academic programs, student services, workforce and continuing education, and support services—worked together, along with district and state partners, toward shared goals.

How the 2020–2025 *Moving Forward Together Strategic Plan* Was Created

Mid-State Technical College developed its 2020–2025 *Moving Forward Together Strategic Plan* through a comprehensive, research-driven process designed to understand the forces shaping higher education and the regional workforce. The goal was to create a practical, forward-looking roadmap that reflected the needs of students, employers, and the communities the College serves. Formal planning began in January 2020, when the College launched a new strategic planning cycle built around broad outreach and data-informed decision-making.

To establish a clear picture of current and future conditions, the College conducted an extensive environmental scan examining major trends such as technological advancements, demographic changes, the local impacts of globalization, statewide economic conditions, and shifting state funding. At the same time, Mid-State gathered direct input from its constituents—resulting in 560 responses from students, employees, and community stakeholders. Every department across the College then used this information to conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. These departmental assessments were combined into an institution wide SWOT that informed the next phase of planning.

- A 23-member Strategic Planning Committee, representing multiple departments and employee levels, reviewed the environmental scan data, stakeholder feedback, and institutional SWOT results. This cross-functional group conducted a comprehensive Sociological, Technological, Economic, Environmental, and Political (STEEP) analysis to identify the most significant factors influencing the College's future direction. After confirming these findings with campus and community groups, the committee recommended reaffirming the College's mission. This recommendation, along with the broader strategic direction, was brought to the Board of Directors in May 2020. In June 2020, the Board ratified the plan, formally adopting the Moving Forward Together 2020–2025 Strategic Plan. In August 2020, the strategic plan was shared with college employees and the Team Action Plan process ensued to operationalize the strategic plan.

Strategic Plan Basics:

***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.



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

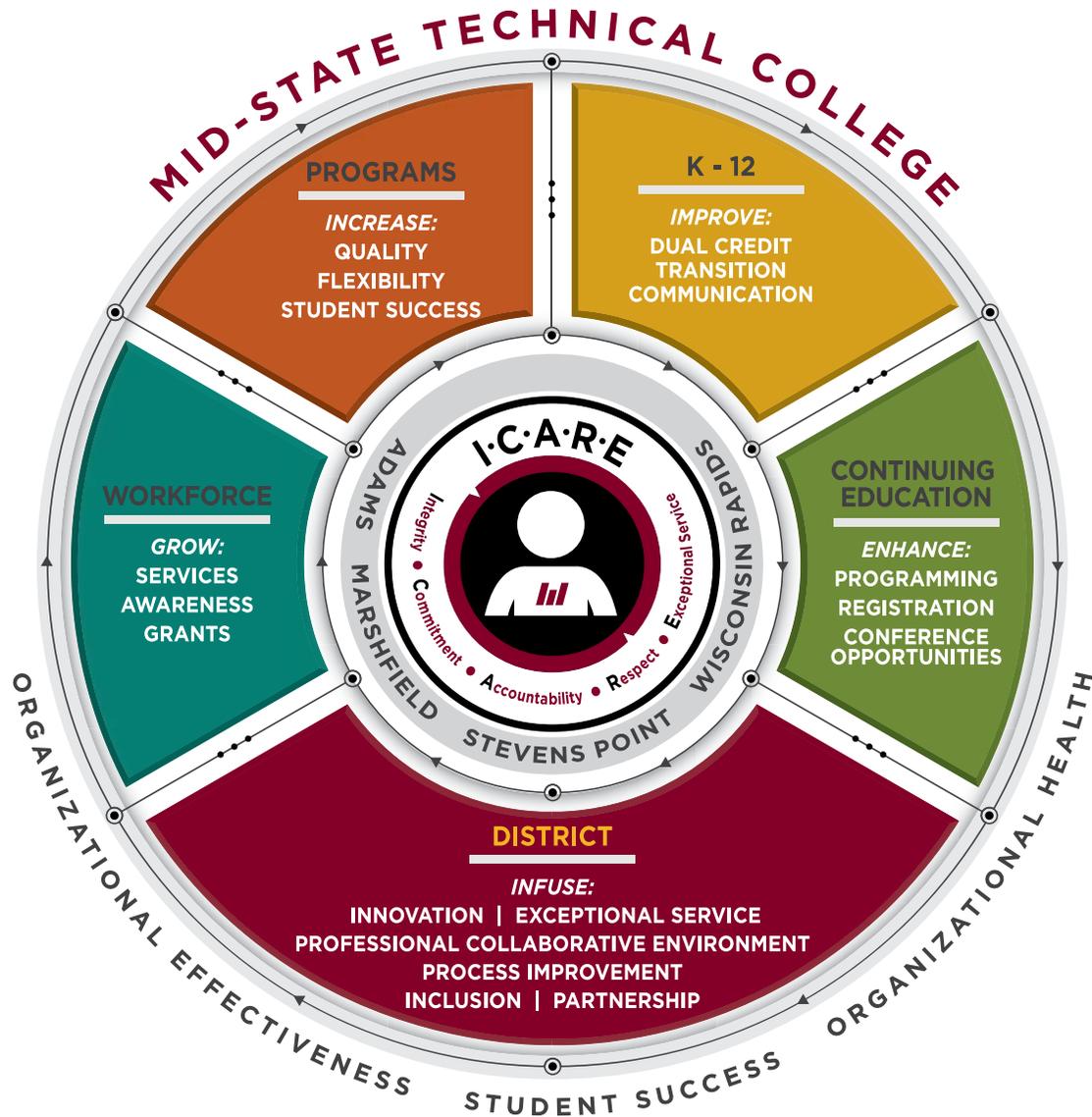
We understand and value our individual roles in the College. We take responsibility for processes, decisions, and outcomes within our scope of influence. We work hard to apply our expertise to continuously improve our systems and strengthen organizational performance.

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.



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.

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.

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...

- 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

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

Pillar: Workforce

- 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.

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 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.

Appendix A Measures

At the outset of the 2020–2025 *Moving Forward Together* Strategic Plan, Mid-State identified five-year targets for each Board Quality Indicator. The plan originally included 22 quality metrics; however, as part of our continuous improvement approach, one metric was removed and five metrics were revised. Across the remaining 21 metrics, Mid-State successfully met 20 of the 21 five-year goals.

The following tables show the original five-year goals, the 2024–2025 actual outcomes, and the final status. Where a goal was modified during the planning cycle and subsequently achieved, this is noted in the results column.

Key Result 1: Organizational Effectiveness

Board Quality Indicator	5-Year Goal 2024-2025	Actual 2024-2025	Result
Total (#) FTEs Generated	1,750	1,785	Met
Unduplicated Headcount ¹	7,262	9,918	Met
Service Ratio (Population/HC)	1:18	1:17	Met

- Superscript¹: Headcount goal was adjusted upward after being exceeded mid-plan.

Key Result 2: Student Success

Board Quality Indicator	5-Year Goal 2024-2025	Actual 2024-2025	Result
Course Completion	84%	86%	Met
Program Completion After 3 Years	38%	41%	Met
Program Completion After 3 Years - Any Credential	43%	39%	Met-Goal Adjusted
Program Completion After 6 Years	50%	43%	Met-Goal Adjusted
Program Completion After 6 Years - Any Credential	60%	49%	Met-Goal Adjusted
Fall-to-Fall Retention of NEW Program Students	60%	64%	Met
Fall-to-Spring Persistence - NEW Program Students	83%	84%	Met
Overall Job Placement	95%	93%	Met-Goal Adjusted
Job Placement in Related Field	85%	86%	Met

Key Result 3: Organizational Health

Board Quality Indicator	5-Year Goal 2024-2025	Actual 2023-2024	Result
Employee Engagement: The MindSet Survey ²	.75 higher than national average (6.74)	7.13 ³	Met-Goal Adjusted

- Superscript²: Employee Engagement measure changed to MindSet survey results higher than national benchmark.
- Superscript³: Survey is administered biennially; 2023-2024 results are the most recent available.

Additional Measures: K-12

Board Quality Indicator	5-Year Goal 2024-2025	Actual 2024-2025	Result
High School Transition Rate	20% ⁴	20%	Met
Number of Dual Credits Granted	5,500	12,760	Met
Value of Dual Credits Granted	\$822,250	\$2,034,429	Met

- Superscript⁴: Transition Goal was adjusted to 17%, but met at 20%.

Additional Measures: Workforce and Economic Development

Board Quality Indicator	5-Year Goal 2024-2025	Actual 2024-2025	Result
Customized Training/Assistance/ Grant Revenue ⁵	\$553,852 ⁵	\$702,085	Met
Revenue/# Served Through Workforce Advancement Training Grants (WATG)	\$150,000/250	N/A	Data no longer tracked.
Unduplicated Headcount Continuing Education	2,300	3,029 ⁶	Met
FTE for Continuing Education	36 ⁷	34	Not Met
FTE for Contract Training	29 ⁸	38	Met
# Businesses Served through Contracts ⁹	158 Duplicated ⁹	211 Duplicated	Met

- Not applicable (N/A) equals the measure does not apply.
- Superscript⁵: Data recalculated based on revised data definition. The previous goal was \$425,000. The goal recalculated to \$553,852 for 2024-2025 dashboard.
- Superscript⁶: Goal recalculated to 3,373 for 2024-2025 dashboard.
- Superscript⁷: Original goal was 40. The goal was recalculated to 36 for 2024-2025 dashboard.
- Superscript⁸: The original goal was 25 FTE. The goal recalculated to 29 for 2024-2025 dashboard.
- Superscript⁹: Goal redefined as duplicated number of contracts. The original goal was # Businesses Served through Contracts indicated as 50 unduplicated and 60 duplicated. The goal was recalculated to 158 businesses served through contracts (duplicated) for 2024-2025 dashboard.



Adams Campus
401 North Main
Adams, WI 53910



Marshfield Campus
2600 West 5th Street
Marshfield, WI 54449



Stevens Point Downtown Campus
1001 Centerpoint Drive
Stevens Point, WI 54481



Wisconsin Rapids Campus
500 32nd Street North
Wisconsin Rapids, WI 54494



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Published: February 2025

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