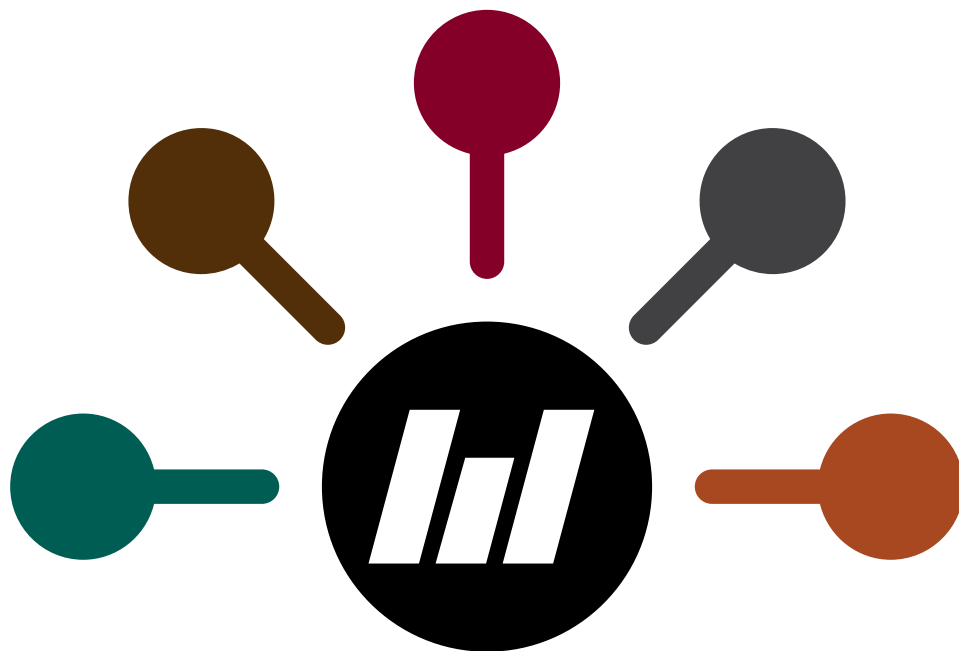


MID-STATE STRATEGIC PLAN



A COLLEGE FOR OUR COMMUNITIES

2025-2030

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A Message from President Dr. Shelly Mondeik

On behalf of Mid-State Technical College, I am pleased to share with you the Board of Directors' Strategic Plan for 2025-2030.

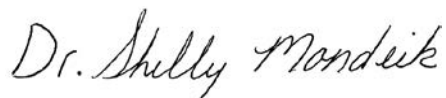
Student-focused and community-based, Mid-State serves a resident population of approximately 172,000 in central Wisconsin with campuses in Adams, Marshfield, Stevens Point, and Wisconsin Rapids. Mid-State is the higher education destination of choice for nearly 10,000 people in central Wisconsin, offering associate degrees, technical diplomas, certificates, workforce training, and continuing education.

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

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

Sincerely,

Dr. Shelly Mondeik, President



Providing Leadership & Direction

Mid-State Board Of Directors

- Shawn Becker, Wisconsin Rapids
- Betty Bruski Mallek, Junction City (Secretary)
- Richard Merdan, Wisconsin Rapids (Chairperson)
- Charles Spargo, Friendship (Treasurer)
- Are Vang, Stevens Point
- Terry Whitmore, Nekoosa
- Ron Rasmussen, Wisconsin Rapids
- Ryan Zietlow, Amherst

Mid-State Strategic Plan Executive Summary

Mid-State's 2025-2030 Strategic Plan represents the evolution of the past strategic plan and is the result of an extensive intentional data collection process and validation by Mid-State employees, the Mid-State Board of Directors, business and industry partners, community agencies, K-12 districts, and academic transfer institutions. Appendix A provides definitions of terms used throughout the Strategic Plan. Details on the strategic planning process can be found in Appendix B.

In June 2025, Mid-State completed its five-year strategic planning cycle for 2020-2025. As this five-year planning cycle ended, starting in Fall 2023 Mid-State began the development of its next five-year plan. The five-year strategic planning process started with the collection of constituency feedback, followed by data analysis by a 28-member strategic planning committee, completion of a five-year strategic plan, and communication and dissemination of the Strategic Plan to stakeholders. All strategic planning deliberations were shared with the college community and findings were confirmed through subsequent feedback gathering sessions. After reviewing feedback and analyzing data, the Strategic Planning Committee determined that the College mission, vision, and core values were revalidated and remained relevant for the next five years. The strategic directions were revised slightly.

The committee identified themes to be addressed within the current Strategic Plan. Agility emerged as a thread that ties them all together.

- Educational Quality
- Identity
- Accessibility
- Community Engagement

The results and themes were shared with students, faculty and staff, and College stakeholders through Campus Conversations meetings as well as an email soliciting feedback in early June 2024. After the meetings, the committee's final recommendation was brought to the Board of Directors in July 2024. On August 19, 2024, the Board of Directors formally ratified the committee's recommendations.

Mid-State President Dr. Shelly Mondeik communicated the new *A College for Our Communities 2025-2030* five-year Strategic Plan with all employees during the February 2025 in-service. Copies of the *A College for Our Communities 2025-2030* Strategic Plan overview, as well as the Strategic Plan Wheel, a visual representation of the 2025-2030 Strategic Plan, were shared with all employees.

Strategic Planning Timeline and Evolution

2015-2020

- Strategic Plan Established

June 2017-2018

- New President – Dr. Shelly Mondeik
- Presidential One-on-One/Group Listening Sessions (input from staff, faculty, students, and community)

2018-2019

- Evaluation and Re-Alignment of 2015-2020 Strategic Plan (developed 2019-2020 Strategic Plan)
- Board of Directors Ratified Mission, Vision, Core Values, and Strategic Directions

2019-2020

- Launch of 2019-2020 Strategic Plan and 2020 Vision
- Strategic Planning Process Activated

2020-2021

- Evaluation of the 2019-2020 Strategic Plan
- Board of Directors Ratified Mission, Vision, Core Values, and Strategic Directions
- Launch of 2020-2025 Strategic Plan, *Moving Forward Together 2025*

2023-2025

- Development of the 2025-2030 Strategic Plan
- Board of Directors Ratified Mission, Vision, Core Values, and Strategic Directions
- Communication of *A College for Our Communities 2025-2030* Strategic Plan

2025

- Launch of *A College for Our Communities 2025-2030* Strategic Plan
- Strategic Planning Process Activated



A College for Our Communities 2025-2030 Strategic Plan

This plan 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

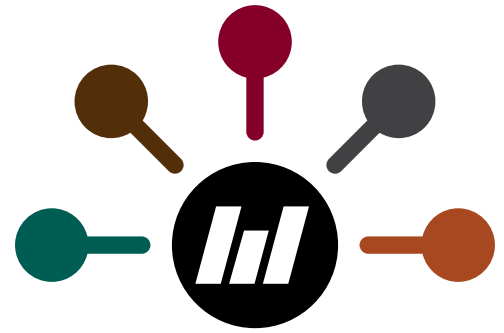
Mid-State Technical College is the educational provider of first choice for its communities.

Strategic Directions

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

1. Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.
2. Strengthen identity through comprehensive engagement with stakeholders to make impactful contributions to the community.
3. Deliver dynamic, innovative, engaging solutions to provide a skilled workforce and enhance economic viability within the district as a community partner.

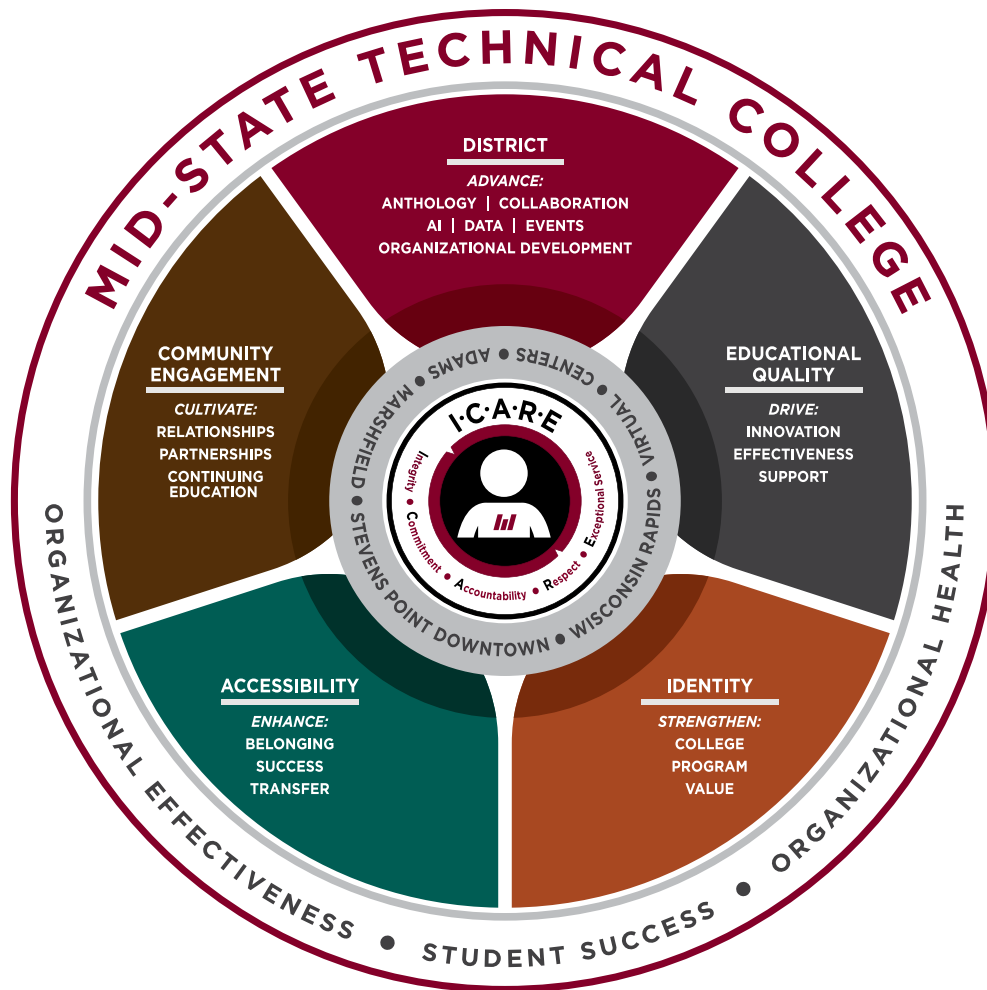
As we carry out our strategic directions, Mid-State will leverage both resilience and agility, ensuring we can adapt swiftly to challenges and emerge stronger from every opportunity.



A COLLEGE FOR OUR COMMUNITIES

Strategic Plan Wheel

- The 2025-2030 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 five Mid-State campuses in Adams, Marshfield, Stevens Point Downtown, Virtual, and Wisconsin Rapids as well as our centers.
- At our five campuses, we focus on our pillars and work to achieve specific goals for Educational Quality, Identity, Accessibility, Community Engagement, 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.



Core Values

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

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



Student Centeredness

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

Integrity

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

Commitment

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

Accountability

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

Respect

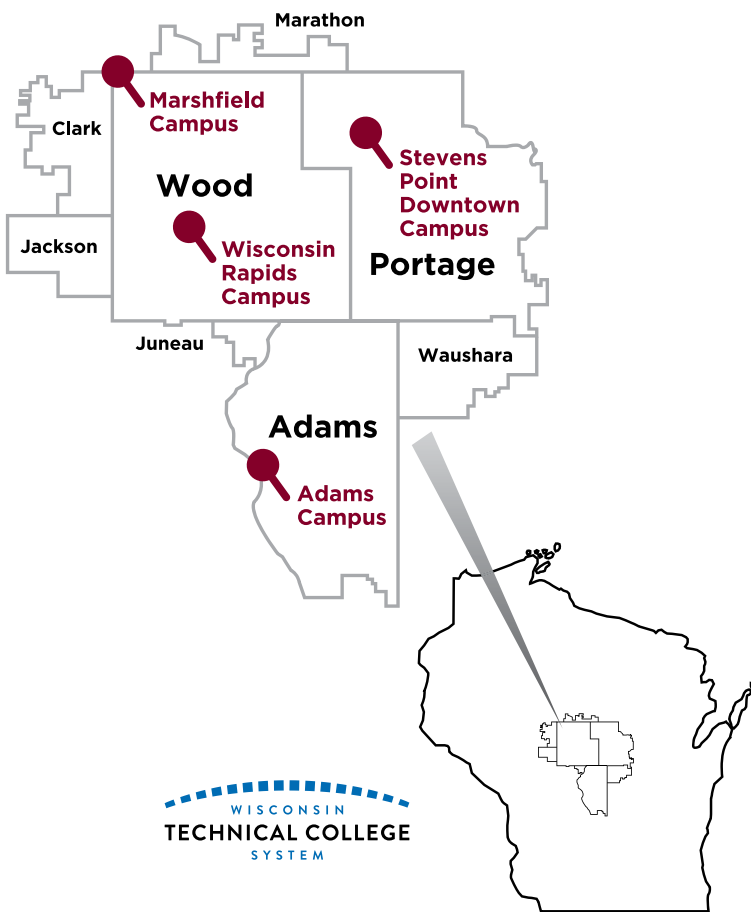
We appreciate individual differences and diverse opinions and work together to create a mutually supportive environment. We treat each person with dignity and appreciate the individual contributions of all.

Exceptional Service

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

Campus Locations

Mid-State Technical College is a rural multi-campus technical college located in central Wisconsin, proudly serving the district for more than 100 years. Mid-State's 2,500-square-mile district serves a resident population of 172,421 and includes all or parts of eight counties: Adams, Clark, Jackson, Juneau, Marathon, Portage, Waushara, and Wood. The Mid-State district is primarily located in three counties: Adams, Portage, and Wood County. Initially accredited by the Higher Learning Commission 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, Downtown Stevens Point and Virtual. Mid-State is known for being One College with Five Campuses.



Adams Campus

401 North Main
Adams, WI 53910



Marshfield Campus

2600 West 5th Street
Marshfield, WI 54449



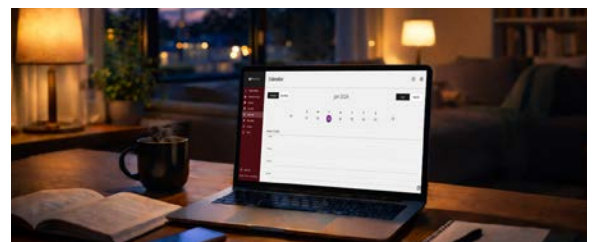
Stevens Point Downtown Campus

1001 Centerpoint Drive
Stevens Point, WI 54481



Wisconsin Rapids Campus

500 32nd Street North
Wisconsin Rapids, WI 54494



Virtual Campus

Pillars

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

Strategic Directions:

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

1. Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve. **Pillar: Educational Quality**
2. Strengthen identity through comprehensive engagement with stakeholders to make impactful contributions to the community. **Pillars: Community Engagement/Identity**
3. Deliver dynamic, innovative, engaging solutions to provide a skilled workforce and enhance economic viability within the district as a community partner. **Pillars: Accessibility/Community Engagement**

As we carry out our strategic directions, Mid-State will leverage both resilience and agility, ensuring we can adapt swiftly to challenges and emerge stronger from every opportunity.

The fifth **Pillar, the District**, serves as a focal point for broad goals and actions that go beyond the pillars of educational quality, accessibility, community engagement and identity that affect the entire Mid-State district.

In *A College for Our Communities Strategic Plan 2025-2030*, each pillar has specific goals to be achieved in the next five years. Specifically:

- **Educational Quality** - Drive innovation, effectiveness, and support.
- **Identity** - Strengthen college, program, and value.
- **Accessibility** - Enhance belonging, success, and transfer.
- **Community Engagement** - Cultivate relationships, partnerships, and continuing education.
- **District** - Advance Anthology, collaboration, AI, data, events, and organizational development.

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 educational quality, identity, accessibility, community engagement and district pillars. These metrics support the College's Key Results, as achievement of these goals leads to increased enrollment and student success.

Additionally, an annual Informational Dashboard contains accreditation, financial health, K-12 Outreach, Workforce and Continuing Education and other organizational health metrics. Accreditation information includes institutional and program accreditation information. Financial health includes Moody's rating, fund balance, budgeting and property value information. K-12 Outreach metrics include 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.

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, and FTE and headcount for contract training and continuing education professional development and enrichment classes.

Operational Planning

Operational planning for 2025-2030 started with an evaluation of the 2020-2025 Strategic Plan, *Moving Forward Together*. The operational plan for 2025-2030 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 2030. 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 or budget proposals are brought forward to ensure they are in alignment with the goals of the Strategic Plan.

PILLARS

The Strategic Plan is arranged by pillar with each pillar—Educational Quality, Identity, Accessibility, Community Engagement, and District—identified by a specific color on the Strategic Plan Wheel. Four pillars— Educational Quality, Identity, Accessibility, and Community Engagement—have three broad goals, while the District pillar has six broad goals. These goals have specific metrics to achieve within the next five years.

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

Pillar 1: Educational Quality

This pillar is aligned with the Strategic Direction “Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.” The pillar of Educational Quality focuses on driving change and has three goals:

- Goal 1: Drive innovation with learning at Mid-State.
- Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs
- Goal 3: Drive support systems to bolster student success through career pathways

For each Educational Quality Goal there are specific Tasks identified to reach that goal. Listed below are the three goals and related Tasks. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 1: Drive innovation with learning at Mid-State

This goal has a short-term goal of improving retention rate (Fall to Fall) 64% (4% over 5 years) and long-term goal of improving the 3-year graduation rate to greater than or equal to 41% by 2030 Academics leads this goal.

Listed below are the Tasks to support this overarching goal:

Task EQ1.1

By Spring 2027, Mid-State will enhance the online learning experience and management to increase course and program completion rates by 2% and improve student satisfaction (Academics).

Task EQ1.2

By June 30, 2027, Mid-State will develop and implement a corequisite support model across all instructional areas to integrate academic support with college-level coursework and improve learner success (Academics, Student Services).

Task EQ1.3

By June 30, 2027, Mid-State will develop and implement the next Gold Standard classroom technology to elevate student and faculty experiences (IT, Academics, APEX).

Task EQ1.4

By June 30, 2027, Mid-State will build academic AI literacy and application—including ethical use, prompting, efficiencies, and workforce relevance—to support student and employer success (in coordination with Goal D3) (APEX).

Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs

This goal seeks to increase FTE by 3% by 2030. Academics and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task EQ2.1.1 A

By June 30, 2026, Mid-State will develop a growth plan for the Adams Campus to achieve 3% FTE growth by FY30 (Adams Campus Dean).

Task EQ2.1.2 AM

By June 30, 2026, Mid-State will develop a growth plan for the AMETA™ Center to achieve 3% FTE growth by FY30 (Dean, School of Applied Technology).

Task EQ2.1.3

By June 30, 2026, Mid-State will develop a growth plan for Public Safety to achieve 3% FTE growth by FY30 (Dean of Public Safety).

Task EQ2.1.4

By June 30, 2026, Mid-State will develop a growth plan for University Transfer to achieve 3% FTE growth by FY30 (Dean of General Studies).

Task EQ2.1.5

By June 30, 2026, Mid-State will develop a growth plan for Dental Assistant and Hygienist programs to reach 15 FTE by FY30 (Dean of Allied Health).

Task EQ2.1.6

By June 30, 2026, Mid-State will develop a growth plan for Workforce and Economic Development to achieve 3% FTE growth by FY30 (Academics).

Task EQ2.1.7

By June 30, 2028, Mid-State will develop a growth plan for a potential conference center to achieve 3% FTE growth by FY30 (Academics).

Task EQ2.1.8 WR

By June 30, 2026, Mid-State will develop a growth plan for the Wisconsin Rapids Campus to achieve 3% FTE growth by FY30 (Academics).

Task EQ2.1.9 MF

By June 30, 2026, Mid-State will develop a growth plan for the Marshfield Campus through expanded opportunities at Mid-State on Central to achieve 3% FTE growth by FY30 (Student Services).

Task EQ2.1.10

By June 30, 2026, Mid-State will develop a growth plan for the Culinary Program to achieve 3% FTE growth by FY30 (Academics).

Task EQ2.1.11

By June 30, 2030, Mid-State will develop a long-range plan for a transportation hub to achieve 3% FTE growth by FY30 (Academics).

Task EQ2.1.12 V

By June 30, 2026, Mid-State will develop a growth plan for the Virtual Campus using the growth plan template to achieve 3% FTE growth by FY30 (Academics).

Task EQ2.1.13 SP

By June 30, 2026, Mid-State will develop a growth plan for the Stevens Point Downtown Campus using the growth plan template to achieve 3% FTE growth by FY30 (Academics).

Task EQ2.2

By June 30, 2026, Mid-State will enhance assessment processes to ensure 100% completion of General Education, program outcomes, course competencies, and employability skills assessments (Academics).

Task EQ2.3

By June 30, 2030, Mid-State will implement an 8-week calendar across the college (Academics).

Task EQ2.4

By June 30, 2026, Mid-State will expand access to and engagement in degree programs, professional development, and continuing education to reach 10,000 students resulting in 10,000 unduplicated headcount in FY26 (Districtwide).

Task EQ2.5

By June 30, 2028, Mid-State will enhance part-time faculty recruitment and retention to meet activity metrics for both recruitment and retention (Academics/HR).

Goal 3: Drive support systems to bolster student success through career pathways

This goal seeks to increase term-to-term persistence within program is greater/equal to 85% each semester (Cognos Report) by June 30, 2030. Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task EQ3.1

By June 30, 2026, Mid-State will develop strategies to support student navigation through academic advising to ensure program persistence is at or above 80% each semester (Student Services).

Task EQ3.2

By June 30, 2026, Mid-State will develop a comprehensive career services plan (Student Services).

Task EQ3.3

By June 30, 2027, Mid-State will enrich APEX processes, supports, and training for faculty to achieve 100% of activity goals (APEX).

Pillar 2: Accessibility

This pillar is aligned with the Strategic Direction “Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.” The pillar of Accessibility focuses on enhancing and has three goals:

- Goal 1: Enhance sense of belonging within Mid-State to achieve greater organizational health
- Goal 2: Enhance success of each student by removing barriers
- Goal 3: Enhance transfer pathways for both incoming and outgoing students

For each Accessibility Goal there are specific Tasks identified to reach that goal. Listed below are the three goals and related Tasks. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 1: Enhance sense of belonging within Mid-State to achieve greater organizational health

This goal seeks to sustain student sense of belonging greater than or equal to 4.3 at Mid-State via Survey data (Pulse Survey) by June 30, 2030. Human Resources and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task A1.1

By June 30, 2026, Mid-State will establish a Committee for Organizational Health (HR).

Task A1.2

By June 30, 2030, Mid-State will expand student life opportunities and presence to provide student life space at all campuses (Student Services).

Task A1.3

By June 30, 2030, Mid-State will expand program orientation so that 100% of programs have orientations established (Student Services/Academics).

Task A1.4

By April 24, 2026, Mid-State will implement Web Content Accessibility Guidelines AA 2.1 to achieve 100% compliance (Student Services).

Task A1.5

By June 30, 2026, Mid-State will explore future I-CARE training (HR).

Goal 2: Enhance success of each student by removing barriers

This goal seeks to increase six-year program completion in any credential is greater/equal to 50% (currently at 43%) by 2030. Academics and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task A2.1

By June 30, 2030, Mid-State will develop a Basic Needs Center/Student Care Center (Student Services).

Task A2.2

By June 30, 2028, Mid-State will implement an equitable access textbook program in 75% of programs (Academics).

Task A2.3

By June 30, 2028, Mid-State will review and assess class scheduling by program, including program and general education schedule alignment and efficiencies (Student Services/Academics).

Task A2.4

By June 30, 2028, Mid-State will enhance essential student processes such as registration, tuition payment, and related services to improve efficiency and overall student experience (Student Services).

Task A2.5

By June 30, 2028, Mid-State will strengthen the use of Universal Design principles across the College to ensure environments, communications, and services are accessible and usable by all regardless of ability or background, maintaining course completion rates at or above the prior year (Academics).

Task A2.6

By June 30, 2027, Mid-State will investigate opportunities for developing a Promise Program to increase access and affordability for students (Student Services/Foundation).

Task A2.7

By June 30, 2027, Mid-State will improve student financial services to ensure timely access to financial resources, clear communication, and support that helps students stay on track to complete their programs (Student Services).

Goal 3: Enhance transfer pathways for both incoming and outgoing students

By June 30, 2030, Mid-State will enhance transfer pathways to increase transfer-in students by 1% and transfer-out students by 5%. Academics and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task A3.1

By June 30, 2028, Mid-State will develop a plan and partnership for the completion of associate degrees in high schools with at least two high school partners (Student Services/Academics).

Task A3.2

By June 30, 2027, Mid-State will create visual pathways for adult education programs (Marketing/Academics).

Task A3.3

By June 30, 2029, Mid-State will establish a Transfer and Career Center to support students with career planning, job placement, and transfer opportunities (Student Services/Academics).

Task A3.4

By June 30, 2028, Mid-State will review all access points into the College to optimize service and site (Student Services).

Task A3.5

By June 30, 2030, Mid-State will evaluate and improve the CPL process to increase successful CPL completers by 3% (Academics/Student Services).

Pillar 3: Identity

This pillar is aligned with the Strategic Direction “Strengthen identity through comprehensive engagement with stakeholders to make impactful contributions to the community.” The pillar of Identity focuses on strengthening and has three goals:

- Goal 1: Strengthen college brand and awareness to ensure continued viability
- Goal 2: Strengthen awareness of individual programs and training opportunities
- Goal 3: Strengthen understanding of the value proposition for programs and training

For each Identity Goal there are specific Tasks identified to reach that goal. Listed below are the three goals and related Tasks. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 1: Strengthen college brand and awareness to ensure continued viability

By June 30, 2030, Mid-State will strengthen college brand and awareness to ensure continued viability by improving net promoter score. Marketing, Academics and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task I1.1

By June 30, 2027, Mid-State will develop and implement a three-year marketing plan to establish its brand as both a technical and community college (Marketing).

Task I1.2

By June 30, 2027, Mid-State will create a virtual tour (Marketing).

Task I1.3

By June 30, 2026, Mid-State will explore athletic programming (Student Services).

Task I1.4

By June 30, 2027, Mid-State will identify and update all brand and wayfinding logos, including gym floors, academic learning centers, and vehicles (Marketing/Facilities).

Task I1.5

By June 30, 2026, Mid-State will develop and implement a marketing analytics system (Marketing).

Task I1.6 A

By June 30, 2030, Mid-State will celebrate the Adams Campus 50th Anniversary with planned and executed events in 2029 (Adams Campus Dean).

Goal 2: Strengthen awareness of individual programs and training opportunities

By June 30, 2030, Mid-State will strengthen awareness of individual programs and training opportunities by improving program webpage visits. Marketing and Academics lead this goal. Listed below are the Tasks to support this overarching goal:

Task 12.1

By June 30, 2026, Mid-State will create a toolbox for all employees to market programs (Marketing/Academics).

Task 12.2

By June 30, 2027, Mid-State will develop a three-year strategic marketing plan to market programs (Marketing/Academics).

Task 12.3

By June 30, 2027, Mid-State will expand the number of alumni awards in collaboration with the Mid-State Foundation to maintain or increase program awareness from prior years (Foundation).

Goal 3: Strengthen understanding of the value proposition for programs and training

By June 30, 2030, Mid-State will strengthen understanding of the value proposition for programs and training by maintaining a service ratio of 1:20. Institutional Effectiveness, Accreditation & Quality leads this goal. Listed below are the Tasks to support this overarching goal:

Task 13.1

By June 30, 2026, Mid-State will perform an economic impact study to demonstrate return on investment (Institutional Effectiveness, Accreditation & Quality).

Task 13.2

By July 2027, Mid-State will establish a District Impact Report based on the economic impact study with annual metrics identified (Institutional Effectiveness, Accreditation & Quality).

Pillar 4: Community Engagement

This pillar is aligned with the Strategic Direction “Deliver dynamic, innovative, engaging solutions to provide a skilled workforce and enhance economic viability within the district as a community partner.” The pillar of Community Engagement focuses on cultivating relationships and has three goals:

- Goal 1: Cultivate new relationships with key employer and community partners
- Goal 2: Cultivate partnerships with established key stakeholder groups (focus for WED, recruiters, campus deans, district office, faculty, Foundation)
- Goal 3: Cultivate engagement in continuing education opportunities

For each Community Engagement Goal there are specific Tasks identified to reach that goal. Listed below are the three goals and related Tasks. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 1: Cultivate new relationships with key employer and community partners

By June 30, 2030, Mid-State will cultivate new relationships with key employer and community partners to increase unduplicated headcount by 5% (1% each year) Campus Deans/WED lead this goal. Listed below are the Tasks to support this overarching goal:

Task CE 1.1

By June 30, 2026, Mid-State will create an initial list of key employer and community partnerships we want to build. (Campus Deans/WED).

Task CE 1.2

By June 30, 2027, Mid-State will build awareness with community partners of college offerings via 5 partnership meetings each year (Campus Deans/WED).

Task CE 1.3

By June 30, 2027, Mid-State will explore a community impact day for Mid-State (Foundation).

Goal 2: Cultivate partnerships with established key stakeholder groups (focus for WED, recruiters, campus deans, district office, faculty, Foundation)

By June 30, 2030, Mid-State will cultivate partnerships with established key stakeholder groups to maintain a Service Ratio of 1:15 (with dual credit) Academics/Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task CE 2.1

By June 30, 2026, Mid-State will create a list of established employer and community partnerships we want to strengthen (Academics/WED/IEAQ).

Task CE 2.2

By June 30, 2027, Mid-State will strengthen WED presence in the community by deploying a call process (WED).

Task CE 2.3

By June 30, 2027, Mid-State will develop a strategy for sponsorship opportunities resulting in 5 new sponsors (Foundation).

Task CE 2.4

By June 30, 2027, Mid-State will evaluate the usage of CERs and/or campus facilities to grow enrollment resulting in 5% increase in CER/campus facilities usage (Campus Deans/WED).

Task CE 2.5

By June 30, 2027, Mid-State will explore additional revenue opportunities for Mid-State through partnership (Foundation).

Goal 3: Cultivate engagement in continuing education opportunities

By June 30, 2030, Mid-State will cultivate engagement in continuing education opportunities to improve unduplicated headcount of CE to 3,500 (5% increase over 5 years) WED leads this goal. Listed below are the Tasks to support this overarching goal:

Task CE 3.1

By June 30, 2030, Mid-State will distribute CE catalogs to community households (WED).

Task CE 3.2

By June 30, 2027, Mid-State will refine CE registration process to be customer friendly (WED).

Task CE 3.3

By June 30, 2030, Mid-State will explore CE collaborations with K-12 school districts (WED/K-12).

Pillar 5: District

This pillar fulfills all Strategic Directions. The pillar of District focuses on advancing Mid-State and has six goals:

- Goal 1: Advance resources for event planning and execution
- Goal 2: Advance organizational development within the College
- Goal 3: Advance AI strategy across the College (In coordination with EQ1)
- Goal 4: Advance Anthology implementation and optimization
- Goal 5: Advance data capabilities to ensure college advancement
- Goal 6: Advance Safety/Security/Facility/Campus collaboration

For each District Goal there are specific Tasks identified to reach that goal. Listed below are the six goals and related Tasks. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 1: Advance resources for event planning and execution

By June 30, 2027, Mid-State will advance resources for event planning and execution to establish a College Event Planning Task Force to develop a comprehensive event plan. Student Services leads this goal. Listed below are the Tasks to support this overarching goal:

Task D 1.1

By June 30, 2026, Mid-State will establish a College Event Planning Task Force resulting in an evaluation of resources (Student Services).

Task D 1.2

By June 30, 2027, Mid-State will conduct a comprehensive inventory of current event planning processes and resources (Student Services).

Task D 1.3

By June 30, 2027, Mid-State will develop a centralized event planning strategy (Student Services).

Goal 2: Advance organizational development within the College

By June 30, 2027, Mid-State will advance organizational development within the College resulting in a MindSet Growth and Advancement category score greater/equal to 6.73. HR leads this goal. Listed below are the Tasks to support this overarching goal:

Task D 2.1

By June 30, 2026, Mid-State will develop a process to determine employee training needs (HR).

Task D 2.2

By June 30, 2026, Mid-State will examine staffing for organizational development (HR).

Goal 3: Advance AI strategy across the College (In coordination with EQ1)

By June 30, 2026, Mid-State will advance AI strategy across the College (In coordination with EQ1) resulting in AI Playbook completion. IT/HR lead this goal. Listed below are the Tasks to support this overarching goal:

Task D 3.1

By June 30, 2026, Mid-State will develop comprehensive AI playbook resulting in AI Literacy training delivery (IT).

Task D 3.2

By June 30, 2028, Mid-State will create Industry 5.0 plan for Mid-State (Academics).

Task D 3.3

By June 30, 2030, Mid-State will offer applied AI for all industries resulting in a 3% increase in duplicated headcount for continuing education (WED).

Task D 3.4

By June 30, 2026, Mid-State will explore AI programming (APEX).

Goal 4: Advance Anthology implementation and optimization

By June 30, 2030, Mid-State will advance Anthology implementation and optimization resulting in all systems live and functional. IT leads this goal. Listed below are the Tasks to support this overarching goal:

Task D 4.1

By June 30, 2026, Mid-State will implement Anthology Finance resulting in 50% automation of related processes (Business Services/IT).

Task D 4.2

By June 30, 2027, Mid-State will implement Anthology Student resulting in the successful go-live of Anthology Student with 100% compliance reports functioning (IT).

Task D 4.3

By June 30, 2026, Mid-State will implement Anthology HR/Payroll resulting in performance management system and compliance reports functioning (HR/IT).

Task D 4.4

By June 30, 2026, Mid-State will ensure all “Add-ons” and Third-Party integrations are appropriately implemented (IT).

Goal 5: Advance data capabilities to ensure college advancement

By June 30, 2029, Mid-State will advance data capabilities to ensure college advancement by creating 10 interactive data dashboards by 2028. Institutional Effectiveness, Accreditation & Quality, Grants, and Foundation lead this goal. Listed below are the Tasks to support this overarching goal:

Task D 5.1

By June 30, 2028, Mid-State will enhance data visualization to support better understanding of outcomes by creating 10 interactive data dashboards. (Institutional Effectiveness, Accreditation & Quality).

Task D 5.2

By June 30, 2027, Mid-State will develop strategies to anticipate data needs via a collegewide data strategy (IEAQ/Data Governance Committee).

Task D 5.3

By June 30, 2027, Mid-State will expand staffing to support data needs (Institutional Effectiveness, Accreditation & Quality).

Goal 6: Advance Safety/Security/Facility/Campus collaboration

By June 30, 2029, Mid-State will advance Safety, Security, Facility, and Campus collaboration via innovation projects. ELT leads this goal. Listed below are the Tasks to support this overarching goal:

Task D 6.1

By June 30, 2028, Mid-State will enhance communication strategies within and across departments and college by implementation of a collegewide communication strategy. (ELT).

Task D 6.2

By June 30, 2027, Mid-State will implement facility maintenance plan to enhance building standardization, safety, and longevity via a collegewide maintenance plan (Facilities).

Task D 6.3

By June 30, 2026, Mid-State will update campus and center maps (Security).

Task D 6.4

By June 30, 2027, Mid-State will develop a comprehensive wayfinding plan to improve campus/center navigation and enhance the student and visitor experience (Security).

Task D 6.5

By June 30, 2026, Mid-State will create a multi-year safety/security training schedule for employees (Security).

CAMPUSES & CENTERS

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

Strategic Plan Wheel

Each campus- or center-specific plan is documented on a consistent format showing the pillar, aligned strategic direction, five-year goals, and tasks that support achieving each goal. Each task is further delineated with a description, timeline for achieving the task, metric(s) and area(s) of responsibility, with the main area of responsibility noted in bold. Tasks that apply to specific campuses are identified by the location's initials (e.g., Task EQ2.1.9, MF)

Adams Campus

Pillar 1: Educational Quality

This pillar is aligned with the Strategic Direction “Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.” The pillar of Educational Quality focuses on driving change and has three goals:

- Goal 1: Drive innovation with learning at Mid-State.
- Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs
- Goal 3: Drive support systems to bolster student success through career pathways

For each Educational Quality Goal there are specific Tasks identified to reach that goal. Listed below are the Goals and Task corresponding to the Adams Campus. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs

This goal seeks to increase FTE by 3% by 2030. Academics and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task EQ2.1.1 A

By June 30, 2026, Mid-State will develop a growth plan for the Adams Campus to achieve 3% FTE growth by FY30 (Adams Campus Dean).

Task EQ2.4

By June 30, 2026, Mid-State will expand access to and engagement in degree programs, professional development, and continuing education to reach 10,000 students (Districtwide).

Pillar 3: Identity

This pillar is aligned with the Strategic Direction “Strengthen identity through comprehensive engagement with stakeholders to make impactful contributions to the community.” The pillar of Identity focuses on strengthening and has three goals:

- Goal 1: Strengthen college brand and awareness to ensure continued viability
- Goal 2: Strengthen awareness of individual programs and training opportunities
- Goal 3: Strengthen understanding of the value proposition for programs and training

For each Identity Goal there are specific Tasks identified to reach that goal Listed below are the Goals and Task corresponding to the Adams Campus. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 1: Strengthen college brand and awareness to ensure continued viability

By June 30, 2030, Mid-State will strengthen college brand and awareness to ensure continued viability by improving net promoter score. Marketing, Academics and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task I1.6 A

By June 30, 2030, Mid-State will celebrate the Adams Campus 50th Anniversary with planned and executed events in 2029 (Adams Campus Dean).

AMETA Center

Pillar 1: Educational Quality

This pillar is aligned with the Strategic Direction “Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.” The pillar of Educational Quality focuses on driving change and has three goals:

- Goal 1: Drive innovation with learning at Mid-State.
- Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs
- Goal 3: Drive support systems to bolster student success through career pathways

For each Educational Quality Goal there are specific Tasks identified to reach that goal. Listed below are the Goals and Task corresponding to the AMETA Center. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs

This goal seeks to increase FTE by 3% by 2030. Academics and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task EQ2.1.2 AM

By June 30, 2026, Mid-State will develop a growth plan for the AMETA® Center to achieve 3% FTE growth by FY30 (Dean, School of Applied Technology).

Task EQ2.4

By June 30, 2026, Mid-State will expand access to and engagement in degree programs, professional development, and continuing education to reach 10,000 students (Districtwide).

Marshfield Campus

Pillar 1: Educational Quality

This pillar is aligned with the Strategic Direction “Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.” The pillar of Educational Quality focuses on driving change and has three goals:

- Goal 1: Drive innovation with learning at Mid-State.
- Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs
- Goal 3: Drive support systems to bolster student success through career pathways

For each Educational Quality Goal there are specific Tasks identified to reach that goal. Listed below are the Goals and Task corresponding to the Marshfield Campus. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs

This goal seeks to increase FTE by 3% by 2030. Academics and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task EQ2.1.9 MF

By June 30, 2026, Mid-State will develop a growth plan for the Marshfield Campus through expanded opportunities at Mid-State on Central to achieve 3% FTE growth by FY30 (Student Services).

Task EQ2.4

By June 30, 2026, Mid-State will expand access to and engagement in degree programs, professional development, and continuing education to reach 10,000 students (Districtwide).

Stevens Point Downtown Campus

Pillar 1: Educational Quality

This pillar is aligned with the Strategic Direction “Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.” The pillar of Educational Quality focuses on driving change and has three goals:

- Goal 1: Drive innovation with learning at Mid-State.
- Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs
- Goal 3: Drive support systems to bolster student success through career pathways

For each Educational Quality Goal there are specific Tasks identified to reach that goal. Listed below are the Goals and Task corresponding to the Stevens Point Downtown Campus. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs

This goal seeks to increase FTE by 3% by 2030. Academics and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task EQ2.1.13 SP

By June 30, 2026, Mid-State will develop a growth plan for the Stevens Point Downtown Campus using the growth plan template to achieve 3% FTE growth by FY30 (Academics).

Task EQ2.4

By June 30, 2026, Mid-State will expand access to and engagement in degree programs, professional development, and continuing education to reach 10,000 students (Districtwide).

Wisconsin Rapids Campus

Pillar 1: Educational Quality

This pillar is aligned with the Strategic Direction “Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.” The pillar of Educational Quality focuses on driving change and has three goals:

- Goal 1: Drive innovation with learning at Mid-State.
- Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs
- Goal 3: Drive support systems to bolster student success through career pathways

For each Educational Quality Goal there are specific Tasks identified to reach that goal. Listed below are the Goals and Task corresponding to the Wisconsin Rapids Campus. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs

This goal seeks to increase FTE by 3% by 2030. Academics and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task EQ2.1.8 WR

By June 30, 2026, Mid-State will develop a growth plan for the Wisconsin Rapids Campus to achieve 3% FTE growth by FY30 (Academics).

Task EQ2.4

By June 30, 2026, Mid-State will expand access to and engagement in degree programs, professional development, and continuing education to reach 10,000 students (Districtwide).

Virtual Campus

Pillar 1: Educational Quality

This pillar is aligned with the Strategic Direction “Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.” The pillar of Educational Quality focuses on driving change and has three goals:

- Goal 1: Drive innovation with learning at Mid-State.
- Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs
- Goal 3: Drive support systems to bolster student success through career pathways

For each Educational Quality Goal there are specific Tasks identified to reach that goal. Listed below are the Goals and Task corresponding to the Virtual Campus. Goals and Tasks have a timeline, metrics, and area responsible assigned.

Goal 2: Drive organizational effectiveness (FTE/Headcount Growth) across Mid-State Programs

This goal seeks to increase FTE by 3% by 2030. Academics and Student Services lead this goal. Listed below are the Tasks to support this overarching goal:

Task EQ2.1.12 V

By June 30, 2026, Mid-State will develop a growth plan for the Virtual Campus using the growth plan template to achieve 3% FTE growth by FY30 (Academics).

Task EQ2.4

By June 30, 2026, Mid-State will expand access to and engagement in degree programs, professional development, and continuing education to reach 10,000 students (Districtwide).

TEAM ACTION PLANS

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

Academics:

- School of Applied Technology
- School of Business & IT
- School of Hospitality
- School of General Education
- School of Adult Education & Learning Resources
- School of Allied Health
- School of Nursing
- School of Public Safety

Campus/Center

- Adams Campus
- Marshfield Campus
- Stevens Point Downtown Campus
- Virtual Campus
- Wisconsin Rapids Campus
- AMETA® Center

Workforce and Economic Development

Academic & Professional Excellence (APEX) Center

Institutional Effectiveness, Accreditation and Quality

Student Services:

- Recruitment and Admissions and Marketing
- Office Managers
- Enrollment Strategy
- Student Success
- Bookstore

Service Areas:

- Business Services
- Facilities
- Human Resources, Grants, Safety/Security, Mid-State Technical College Foundation, Inc.
- IT

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

Example Team Action Plan Format

2025-2030 Mid-State Team Action Plan 5 Year-Goals Aligned with Key Results

Organizational Effectiveness Goals Aligned with Pillars:

Accessibility/Identity/Community Engagement:

- Increase FTE to 1,838 (3%)
- Increase headcount to 10,423 (1% increase annually)

Student Success Goals Aligned with Pillars:

Educational Quality:

- Increase three-year program completion to 41%
- Increase course completion to 86%
- Increase fall-to-fall retention of new program students to 64%
- Increase six-year program completion (any credential) to 50%
- Increase fall-to-spring persistence of new program students to 85%

Organizational Health

Identity:

- MindSet Survey results greater or equal to national benchmark

Below is an example of a section of a Team Action Plan for the Educational Quality pillar, Goal 1.1 Drive innovation with learning at Mid-State, and Tasks EQ1.1 Enhance online learning experience and management at Mid-State and EQ1.2 Develop and implement a corequisite support model to improve success rates for underprepared learners by integrating academic support with college-level coursework. For each task, individuals responsible for the Task list the specific activities they will complete to support the successful completion of the task to meet the stated goal.

Pillar: Educational Quality

Number	Description:	Timeline	Metrics	Area Responsible
Goal P1	Drive innovation with learning at Mid-State.	June 30, 2030	Goal: 3 year graduation rate greater/equal to 41% by 2030. Goal: Improve retention rate (Fall to Fall) 64% (4% over 5 years) (short term)	Academics
Task EQ1.1	Enhance online learning experience and management at Mid-State.	Spring 2027	Metric: Course complete in online classes increases 2% Metric: Increase program completion in online programs 2% Metric: Student Satisfaction survey	Dean of Virtual Campus
Activity	To be determined	To be determined	To be determined	To be determined
Activity	To be determined	To be determined	To be determined	To be determined
Task EQ1.2	Develop and implement a corequisite support model to improve success rates for underprepared learners by integrating academic support with college-level coursework.	June 30, 2027	Metric: All instructional areas have corequisite processes developed	Academics, Student Services
Activity	To be determined	To be determined	To be determined	To be determined
Activity	To be determined	To be determined	To be determined	To be determined

KEY RESULTS

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

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

The A College for Our Communities 2025 strategic plan includes two dashboards. The College Dashboard 2025-2030 includes three-year trend data, current-year goals to meet the five-year goals for each Key Result and metric. The Annual Goals 2025-2030 Dashboard includes goals for each Key Result and metric for each of the next five years. These goals will be reassessed on an annual basis, and adjusted as needed, based on enrollment trends and an evaluation of College performance on these Key Results and metrics.

Mid-State Technical College Dashboard • 2022-2025

Notes:

- Superscript¹: Outcomes impacted by COVID-19 as of March 2020-June 2022.
- Superscript²: Assessed every other year.

Key Result 1: Organizational Effectiveness

Board Quality Indicator	5-Year Goal 2029-2030	Year-End 2024-2025	Year-End 2023-2024	Year-End 2022-2023 ¹	Year-End 2021-2022 ¹
Total (#) FTEs Generated	1,838	1,785	1,702	1,669	1,651
Unduplicated Headcount	10,423	9,918	8,743	8,323	6,494
Service Ratio (Population/HC)	1:20	1:17	1:20	1:21	1:27

Key Result 2: Student Success

Board Quality Indicator	5-Year Goal 2029-2030	Year-End 2024-2025	Year-End 2023-2024	Year-End 2022-2023 ¹	Year-End 2021-2022 ¹
Course Completion	86%	86%	85%	82%	80%
Program Completion After 3 Years	41%	41%	36%	36%	34%
Program Completion After 3 Years - Any Credential	43%	39%	37%	35%	30%
Program Completion After 6 Years	50%	43%	38%	37%	38%
Program Completion After 6 Years - Any Credential	50%	49%	44%	46%	47%
Fall-to-Fall Retention of NEW Program Students	64%	64%	60%	58%	58%
Fall-to-Spring Persistence - NEW Program Students	85%	84%	85%	81%	77%
Overall Job Placement	95%	93%	87%	89%	91%
Job Placement in Related Field	85%	86%	79%	79%	77%

Key Result 3: Organizational Health

Board Quality Indicator	5-Year Goal 2029-2030	Year-End 2024-2025	Year-End 2023-2024	Year-End 2022-2023 ¹	Year-End 2021-2022 ¹
Employee Engagement: The MindSet Survey ²	At or above the national average	Not Measured	7.13	Not Measured	6.74

Annual Goals Dashboard • 2025-2030

Notes:

- Superscript¹: Assessed every other year.
- Superscript²: Calculation based on tuition rate, which is determined each spring.

Key Result 1: Organizational Effectiveness

Board Quality Indicator	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Total (#) FTEs Generated	1,803	1,857	1,912	1,969	2,028
Unduplicated Headcount	10,009	10,110	10,211	10,312	10,423
Service Ratio (Population/HC)	1:20	1:20	1:20	1:20	1:20

Key Result 2: Student Success

Board Quality Indicator	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Course Completion	86%	86%	86%	86%	86%
Program Completion After 3 Years	41%	41%	41%	41%	41%
Program Completion After 3 Years - Any Credential	39%	40%	41%	42%	43%
Program Completion After 6 Years	43%	45%	47%	48%	50%
Program Completion After 6 Years - Any Credential	50%	50%	50%	50%	50%
Fall-to-Fall Retention of NEW Program Students	64%	64%	64%	64%	64%
Fall-to-Spring Persistence - NEW Program Students	84%	84%	84%	85%	85%
Overall Job Placement	93%	94%	94%	95%	95%
Job Placement in Related Field	85%	85%	85%	85%	85%

Key Result 3: Organizational Health

Board Quality Indicator	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Employee Engagement: The MindSet Survey ²	Not Measured	At or above the national average	Not Measured	Not Measured	At or above the national average

Appendix A

Definition Of Terms

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

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

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

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

Pillar: A strategic priority of the College.

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

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

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

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

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

Appendix B

Strategic Planning Process

Mid-State's 2025-2030 Strategic Plan represents the evolution of the past strategic plan and is the result of an extensive intentional data collection process and validated by Mid-State employees, the Mid-State Board, business and industry partners, community agencies, K-12 districts, and transfer institutions.

Executive Summary

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

In fall 2024, Mid-State completed the strategic planning cycle for 2025-2030. The five-year strategic planning process started with the collection of constituency feedback, followed by data analysis by a 28-member strategic planning committee, completion of a five-year strategic plan, and communication and dissemination of the Strategic Plan to stakeholders. Strategic planning deliberations and subsequent feedback gathering sessions occurred in person. After reviewing feedback and analyzing data, the Strategic Planning Committee determined the College mission, vision, and core values remained relevant for the next five years.

The committee recommended modifications to the college's strategic directions to reflect agility, high-quality learning, community contributions, and workforce development. The new wording states:

Through the pursuit of excellence and continuous improvement, the college will...

1. Strategic Direction: Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.
2. Strategic Direction: Strengthen identity through comprehensive engagement with stakeholders to make impactful contributions to the community.
3. Strategic Direction: Deliver dynamic, innovative, engaging solutions to provide a skilled workforce and enhance economic viability within the district as a community partner.

As we carry out our strategic directions, Mid-State will leverage both resilience and agility, ensuring we can adapt swiftly to challenges and emerge stronger from every opportunity.

The committee identified themes to be addressed within the current strategic directions. In addition, another top theme, Agility, was identified by the committee as a common thread across all these domains. These domains are Educational Quality, Identity, Accessibility, and Community Engagement.

Timeline:

Fall 2023, Winter 2024: Campus Advisory Meetings

Winter 2024: Environmental Scan (Research; institutional data; student-facing surveys, e.g., CCSSE, SENSE, Pulse, grad follow up; and employee feedback, e.g., MindSet survey, presidential 1:1 themes).

Spring 2024: Strategic Planning Survey (Targeted stakeholder constituent groups)

Spring 2024: SWOT Analyses: Informal/Formal Campus-level SWOTs, Strategic Planning Committee SWOT, ELT SWOT

Spring 2024: Strategic Planning Committee Meeting Sessions (April) including recommendations for Mission, Vision, & Core Values.

Spring 2024: ELT & Core Team validation of recommendations (Mission, Vision, Core Values). Core Team drafted Strategic Directions.

July 2024: Open comment period: Video posted on mstc.edu. 17 responses to the survey, 7 comments received. Direction validated.

The results and themes were shared with students, faculty and staff, and College stakeholders. After the feedback sessions, the committee's final recommendation was brought to the Board of Directors in July 2024. In August 2024, the Board of Directors formally ratified the committee's recommendations.

The College communicated its new A College for Our Communities 2025-2030 five-year strategic plan with all employees during the February 2025 In-Service. During that time President Dr. Shelly Mondeik shared the plan. Copies of the A College for Our Communities 2025-2030 Strategic Plan one-page visual summary of Moving Forward Together 2025 were distributed to all employees. Key pillars of A College for Our Communities 2025-2030 include:

- Educational Quality will drive innovation, effectiveness, and support.
- Identity will strengthen college, program, and value.
- Accessibility will enhance belonging, success, and transfer.
- Community Engagement will cultivate relationships, partnerships, and continuing education.
- The District will advance Anthology, collaboration, AI, data, events, and organizational development.

Mid-State Five-Year Strategic Planning Process Model

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



Johnson County Community College. (2017). The Strategic Planning Process.

Mid-State’s Annual Strategic Planning Calendar

June/July: Confirm/update annual goals (Key Results) in Strategic Plan.

June/July: Review preliminary year-end goal attainment of Key Results and Board Dashboard. Confirm/update annual assessment measures and goals.

July/August: Communicate changes in the Strategic Plan/Team Action Plan. Integrate findings into the long-range capital and operational budget.

July/August: Commence Team Action Plans (operational plan).

September: Review final year-end goal attainment of Key Results and Board Dashboard.

November-March: Begin annual budget cycle (capital and operational).

January: Mid-year status report in Team Action Plans.

Continuous: Collect data on assessment measures.

February: Review mid-year goal attainment of Key Results and Board Dashboard. May-June Year-end status report in Team Action Plans.

May-June: Integrate updates into upcoming institutional Team Action Plan.

May-June: Complete year-end analysis of Strategic Plan effectiveness through review of Team Action Plan and Strategic Plan goal attainment.

Mid-State’s Five-Year Strategic Planning Overview, Findings, and Results

Mid-State began the 2025-2030 strategic planning cycle in Fall 2023 through interactive online and face-to-face feedback collection from stakeholders. The data analysis through results sharing phases the strategic planning committee findings were shared with constituent groups to confirm findings and to gather additional feedback. Every attempt was made to provide multiple opportunities for all employees, students, and stakeholders to provide input throughout the planning process.

Step One: Fall 2023 – Spring 2024 – Constituency Feedback Collection

The process began in Fall 2023 with the collection of stakeholder feedback via campus advisory committees. In winter 2024 the completion of districtwide and campus-level environmental scans, and an analysis of best practices and implications occurred. In spring 2024 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analyses occurred at the campus-level, Strategic Planning Committee level, and Executive Leadership Team level. In addition, an electronic stakeholder feedback survey was sent to students, staff (full- and part-time), campus and program advisory committees, K-12s, partner transfer institutions, businesses, political leaders, community organizations, donors, the Mid-State Foundation Board, and Mid-State Board of Directors. In addition, a public survey link was posted on the College website. Surveys requested feedback on College mission, vision, core values, and strategic directions. In addition, constituents were asked about ways the College could make itself more valuable to the communities it serves as well as future trends, opportunities and key uncertainties, issues, and challenges to consider when preparing for the future.

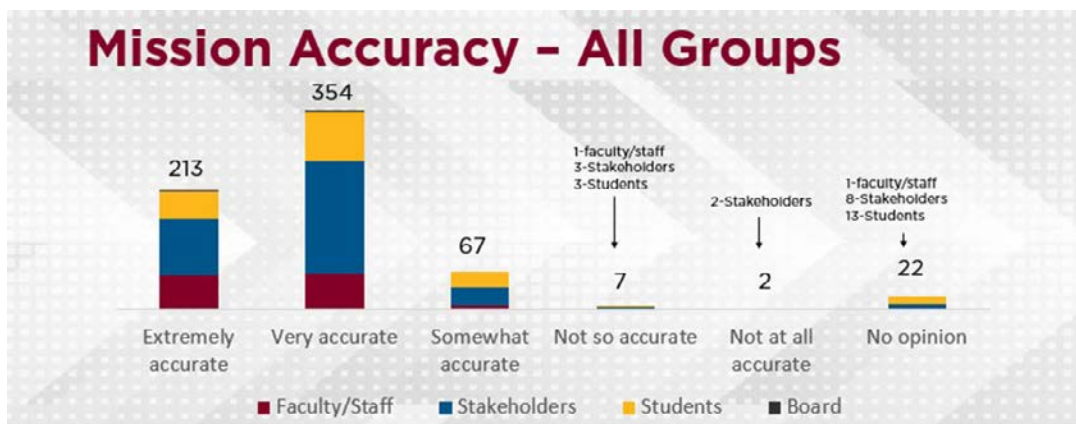
Constituency Survey Responses: Mid-State received a total of **673 survey responses**, with 132 faculty and staff responses; 194 student responses; 342 stakeholder responses; and 5

Board of Directors responses. An analysis of results revealed a representative sample of faculty and staff by tenure, job classification, and campus location. Within student responses, the analysis revealed a representative sample by age, semesters attended, and campus location. Stakeholders provided campus affiliation information; however, stakeholders could select multiple campuses as most stakeholders hold multiple campus affiliations. This data held similar distribution patterns to those of students and staff.

Quantitative and qualitative results from the Strategic Planning Survey, focused on the mission, vision, core values, and strategic directions, were shared with the Strategic Planning Committee for analysis. The findings were disaggregated by constituency type, and overall results were communicated to students, employees, and other College stakeholders through an online video posted on the College’s main webpage.

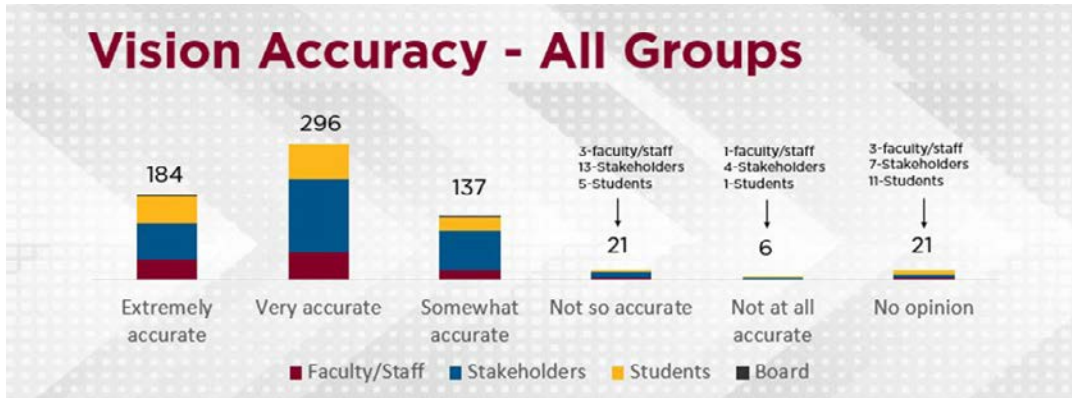
Mission Results

How accurate is the mission statement in capturing the fundamental purposes of Mid-State? Technical College as a whole? The results affirmed Mid-State’s mission is widely understood by employees and affirmed the institution’s commitment to student learning and achievement.



Vision Results

Vision: Mid-State Technical College is the educational provider of first choice for its communities. How accurate is the vision statement in capturing what the College as a whole strives to be? Our vision as the educational provider of first choice was also reaffirmed. The committee recommended adding clarity through measurable metrics to track progress.



Core Values Results

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

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

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

Integrity: 88% Very Apparent/Moderately Apparent

Commitment: 91% Very Apparent/Moderately Apparent

Accountability: 85% Very Apparent/Moderately Apparent

Respect: 89% Very Apparent/Moderately Apparent

Exceptional Service: 88% Very Apparent/Moderately Apparent

Student Centeredness: 88% Very Apparent/Moderately Apparent

For each core value, the survey asked if the College was living out institutional values. Participants rated each question using a five-point Likert scale that included a “no opinion” rating. Results revealed that employees, students, and stakeholders saw institutional core values put into practice. Results strongly affirmed the core values of Mid-State.

Strategic Directions Results

Strategic Directions:

From these themes, we updated our Strategic Directions to reflect agility, high-quality learning, community contributions, and workforce development. These directions guide every initiative moving forward.

Through the pursuit of excellence and continuous improvement, the college will...

1. Strategic Direction: Provide agile, accessible, high-quality education to foster student achievement through career pathways and lifelong learning to the communities we serve.
2. Strategic Direction: Strengthen identity through comprehensive engagement with stakeholders to make impactful contributions to the community.
3. Strategic Direction: Deliver dynamic, innovative, engaging solutions to provide a skilled workforce and enhance economic viability within the district as a community partner.

As we carry out our strategic directions, Mid-State will leverage both resilience and agility, ensuring we can adapt swiftly to challenges and emerge stronger from every opportunity.

The survey asked people to rate the accuracy of each strategic direction on a scale of 1 to 5, 1 = not at all accurate and 5 = extremely accurate. Results revealed that employees, students, and stakeholders affirmed the accuracy of each strategic direction as shown in the chart below.

Notes:

- Superscript¹: 10% of respondents reported having no opinion. Overall, 73% of those responding and 82% of those responding with familiarity with K-12, affirmed that strengthening K-12 partnerships was very or extremely accurate.

Strategic Direction	Extremely Accurate (5) or Very Accurate (4)	Somewhat Accurate (3)
Strategic Direction 1: Responsive, flexible, high-quality education	87%	9%
Strategic Direction 2: Skilled workforce, enhance economic viability	84%	12%
Strategic Direction 3: Strengthen K-12 partnerships ¹	73%	13%

Additional Qualitative Questions

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

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

Top themes identified from the 271 responses are listed in order of importance.

1. Community Engagement: Increasing involvement in community events, workshops, and activities to raise awareness and showcase offerings.
2. Partnerships: Strengthening relationships with local businesses, schools, and organizations to enhance collaboration and address community needs.
3. Program Relevance: Ensuring that educational programs align with workforce demands and offer valuable skills and certifications.
4. Accessibility: Providing flexible class schedules, online learning options, and support services to accommodate diverse student needs.
5. Promotion: Improving marketing efforts, increasing visibility through events and sponsorships, and leveraging social media to reach a wider audience.

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

Top themes identified from the 240 responses are listed in order of importance.

1. Changing Ambitions and Priorities of Students: Recognizing shifts in what students prioritize and aspire to after their education.
2. Evolving Value of Higher Education: Understanding the changing perception of the benefits and value of higher education.
3. Emphasis on Communication Skills: Ensuring students have strong written and verbal communication abilities.
4. Economic Factors: Budgets related to college (staff/faculty), economic challenges of students.
5. Alternative Skill Assessment Methods: Exploring alternative ways to assess students' skills beyond traditional testing methods.
6. Workforce Trends: Being mindful of economic changes, layoffs across industries, and aligning retraining efforts with evolving job markets.

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

Top themes identified from the 250 responses are listed in order of importance.

1. Partnerships with Businesses: Offering apprenticeships and financial support for low-income or disadvantaged young people to bridge skills gaps and prepare them for the workforce.
2. Emphasis on AI and Technology: Incorporating AI-driven education and coding into programs to align with emerging job markets and technological advancements.
3. Stability and Communication: Consistency in program offerings to avoid frequent changes, along with improved communication regarding schedule changes and opportunities before the start of each semester.
4. Expansion of Course Offerings: Increasing the variety of courses available to cater to a wider range of degrees and growing job markets.
5. Marketing and Advertising: Enhancing advertising efforts, especially through social media, to raise awareness and attract more students to the college.
6. Community Engagement and Resources: Offering more curricular activities, support services, scholarships, and partnerships with local businesses to benefit students and the community.

Cross-Cutting Survey Response Themes

After reviewing responses to the three open-ended questions, the following cross-cutting themes were identified:

1. Agility
2. Educational Quality
3. Identity
4. Accessibility
5. Community Engagement

Community Value	Trends/Opportunities	Challenges/Uncertainties
Community Engagement	Partnerships	Changing Ambitions of Students
Partnerships	AI & Technology	Value of Higher Education
Program Relevance	Program Consistency	Employability Skills
Educational Quality	Course Offerings Expansion	Economic Factors
Accessibility	Marketing and Advertising	Skill Assessment
Promotion	Community Engagement	Workforce Trends

Qualitative Feedback Examples

Agility

- “Keep going with the initiatives that are working and look for more opportunities by continuing to engage with our K-12s and community partners.”
- “Leverage technology to adapt quickly and meet the changing needs of students and employers.”
- “Continue sincere connections.”

Educational Quality

- “Ensure students have meaningful learning experiences that prepare them for real-world success.”
- “Strengthen academic quality by aligning programs with workforce needs and student goals.”
- “Support student learning by fostering a strong sense of belonging, even for those who rarely come to campus in person.”

Identity

- “By actively participating in community initiatives and collaborating with local stakeholders, the College can demonstrate its commitment to serving the community and addressing relevant issues.”

Accessibility

- “Establish ongoing community engagement programs that involve partnerships with local organizations, businesses, and residents.”
- “Create community understanding of the resources available.”

Community Engagement

- “Encourage staff/students to volunteer in the community.”
- “By actively participating in community initiatives and collaborating with local stakeholders, the College can demonstrate its commitment to serving the community and addressing relevant issues.”

Environmental Scanning Data Analysis

Mid-State’s environmental scan looked at both internal and external trends to understand where the College stands today and how to prepare for the future. The scan included student and district demographics, enrollment patterns, comparisons with similar colleges, and statewide benchmarks. It also examined key areas such as student success, demographics, transfer outcomes, workforce and labor market needs, population shifts, and revenue trends.

To interpret these findings, the scan was organized by data, themes, and two structured approaches: STEEP analysis (which considers social, technological, economic, environmental, and political factors) and implications analysis (which looks at how those factors may affect the College). Together, these tools helped Mid-State connect external trends with their likely impact, align the strategic plans with future challenges, and identify new opportunities.

Step Two: April 2024 - Data Analysis

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

In April 2024, the Strategic Planning Committee came together to shape Mid-State's mission, vision, core values, and strategic directions. Their work was guided by survey results, campus and departmental SWOT findings, and data from the College's environmental scan. Using these inputs, the committee conducted a STEEP analysis (examining social, technological, economic, environmental, and political factors) and built an institutional SWOT analysis that reflected both campus-level insights and College-wide trends.

To ensure broad participation, the committee used survey tools that allowed members to vote on and rank emerging themes. From this process, the team identified the most significant institutional themes and carried out an implications analysis to consider how external trends and internal strengths or challenges could shape the College's future. These discussions led to clear actions designed to address key implications and position Mid-State for long-term success.

Strategic Planning Committee Members

- Brigitta Altmann, Dean, Wisconsin Rapids Campus and Schools of Applied Technology and General Education
- Stephanie Bender, Dean, Student Success
- Craig Bernstein, Director, Workforce & Professional Development
- Greg Bruckbauer, Vice President, Finance & Facilities
- Karen Brzezinski, Vice President, Human Resources & Organizational Development
- Sheila Cover, Accreditation & Senior Evaluation Strategist
- Beth Ellie, Director, Institutional Effectiveness, Accreditation & Quality
- Whitney Escher, Executive Assistant
- Jackie Esselman, Dean, Strategic Marketing & Recruitment
- Sharon Gebelein, Instructor, Nursing
- Heather Jones, Office Manager, Adams
- Mandy Lang, Vice President, Student Services & Enrollment Management
- Maggie Leonhardt, Instructor, Mathematics
- Alex Lendved, Dean, Marshfield Campus and School of Applied Technology
- Natasha Miller, Manager, Student Life
- Angie Morgan, Director, Marketing & Communications
- Shelly Mondeik, President
- Ben Nusz Dean, Stevens Point Campus and School of Business & IT
- Suzanne Rathe, Associate Vice President, Academics

- Brad Russell, Vice President, Information Technology
- Chris Severson (leader), Vice President, Academics
- Bob Smith, Instructor, Accounting
- Amber Stancher, Dean, School of Adult Education & Learning Resources
- Angie Susa, Executive Assistant to the President
- Lea Ann Turner, Dean, Virtual Campus and Academic & Professional Excellence
- Kim Valenza, Dean, College Enrollment Strategy
- Debra Walner, Instructor, Marketing & Business
- Jenny Wollschlager, College Experience Specialist

At the conclusion of the sessions in April 2024, the following actions were taken by the Strategic Planning Committee:

1. The Strategic Planning Committee determined the College mission, vision, and core values remain relevant and recommended no changes.
2. The Strategic Planning Committee determined the College strategic directions remain relevant, but recommended slight revisions to reflect agility, high-quality learning, community contributions, and workforce development.
3. The Strategic Planning Committee identified the following themes and sub-themes:
 - Educational Quality: The theme revolves around alignment, impactful action, addressing disparities, and promoting staffing diversity. It also prioritizes student success, sustaining continuous growth, and authenticity in decision-making. Importantly, it recognizes that educational quality defines the college's identity.
 - Identity: The theme revolves around strengthening community ties and showcasing Mid-State's distinct identity. It involves understanding public perception, engaging meaningfully with stakeholders, overcoming legislative challenges, and contributing positively to the community. It's about making Mid-State a vibrant hub that people remember and value.
 - Accessibility: The theme revolves around meeting students where they are in their career paths. Accessibility entails intentionally designing programs to meet employer needs and facilitating reskilling. Streamlined admissions, including pathways like HSED/GED and dual credit, enhance accessibility.
 - Community Engagement: This theme focuses on fostering continuous learning within our community through strong partnerships and collaborations. We prioritize alignment and impactful engagement with partners. Our goal is not only to retain talent within the area but also to cultivate relationships with schools and businesses to strengthen the local economy.

Step Three: May – Results Sharing & Confirmation

After the Strategic Planning Committee determined initial findings, the College wanted to confirm those findings by soliciting stakeholder feedback. The College posted a video summary on the main webpage header so stakeholders could easily access the information. Feedback was collected through an online survey and shared back with the Committee for response. Overall, no major concerns were raised, and the findings were reaffirmed. In July 2024, the results were also shared with the Mid-State Board of Directors, who reviewed the recommendations and provided feedback.

Step Four: August 2024 – Board of Directors Ratification

On August 19, 2024, the Mid-State Board of Directors unanimously adopted the recommendations of the Strategic Planning Committee to retain the current mission, vision, and core values, and revise the strategic directions.

Step Five: Summer 2024 – Communication of Actions

In Fall 2024 President Mondeik held campus employee listening sessions to share the outcomes of the strategic planning process and themes and gather feedback regarding the new strategic initiatives for 2025-2030. During these sessions the president collected employee feedback from each campus before the Executive Leadership Team finalized the plan content. During the February 2025, College in-service Dr. Mondeik shared finalized Strategic Plan information and distributed Strategic Plan one-page strategic plan images to all employees. During spring 2024 program advisory committee meetings the A College for Our Communities 2025-2030 Strategic Plan was announced. The 2025-2030 Strategic Plan brochure and key College initiatives will be shared with campus advisory committee members in fall 2025 when in-person meetings resume. Strategic planning information is also posted on the website for students, faculty and staff, and stakeholders alike.

The College is implementing the 2025-2030 Strategic Plan. All employee groups will have the opportunity to contribute to the success of the Strategic Plan by identifying relevant items on the Strategic Plan and creating activities on their Team Action Plan.





Adams Campus
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Adams, WI 53910



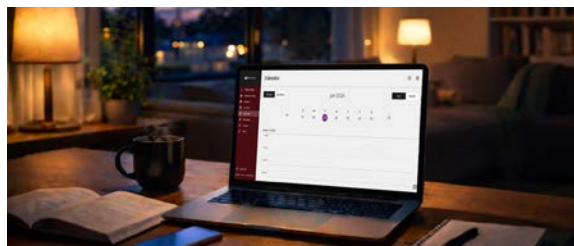
Marshfield Campus
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Stevens Point, WI 54481



Wisconsin Rapids Campus
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Virtual Campus

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