

MIC3 Strategic Plan: Goals, Action Items and Timeline (By Committee)

Executive Committee

Strategy 2: Assess and focus the education and outreach programs to develop Commissioners and implement 50 + 1 State Councils.						
Goal	Action Item	Timeline*	Committee	Notes	Status	
4	Create a task force of regional representatives for individual Commissioner mentoring and compliance.	Tap regional representatives for mentoring and supports	Year 1-2	Executive <i>Moved to Training Committee as of 10/2/18</i>	<p>1/4/17 Note: (Reassigned from Compliance to the Executive Committee)</p> <ul style="list-style-type: none"> In 2016 Annual Business Meeting (ABM), Tier Groups identified potential leaders and talent for leadership development, activities, and support. In 2017, the ABM included Tier group meetings, however the discussion was focused on sharing best practices and identifying issues to challenges on implementation. Only one group provided their notes to the national office. One Commissioner was assigned to a mentor. In 2018, the Mid-Year Survey included an option for Commissioners to volunteer to serve as a mentor. Seven Commissioners indicated they were interested. Two new Commissioners have been connected with their a mentor. Need to formalize the process. Consider moving this item to the Training Committee? 	In progress
5	Assess and update the annual business meeting to reflect strategic visioning. Develop a tiered training focus.	1. For the 2017 ABM: Include a tiered (level) training for Commissioners (new and seasoned)	Year 1-3	Executive	<ul style="list-style-type: none"> Currently, new Commissioners are briefed on Compact 101 prior by the Executive Director (ED) Imai within 30 days of appointment. Topic covered are roles and responsibilities of a Commissioner, Compact 101 and review of the rules. The member is invited to attend the ABM New Commissioner/Designee Luncheon hosted by the Executive Committee (EXCOM). In 2016, Commissioners desired a separate, "Commissioners /Ex-Officio only" session from the General Attendees. While General Attendees wanted to the opportunity to network and provide feedback to the Commission. Based on ABM survey feedback, in 2017 the itinerary included: two separate tracks for Commissioners and General Attendees; separate breakout sessions on relevant topics were led by the Training Committee; and more opportunities for discussion, networking, and info sharing. Same format approved by EXCOM in July for 2018. 	Completed

* Year 1 (FY2017), Year 2 (FY2018), Year 3 (FY2019)
Fiscal year = 7/1-6/30

		2. Provide an update on SP goals and achievements to the Commission	Year 1-3	Executive	<ul style="list-style-type: none"> Incorporated into the 2017 ABM General Session. Also, updates were provided to the Commission via the: 1) ED Update throughout the year, and 2) the Chair Message in January. Continue the same promotion for 2018. 	Completed
		3. Utilize and include Tier (by impaction) Committee for smaller and more meaningful discussion	Year 1-3	Executive	<ul style="list-style-type: none"> In 2016 Annual Business Meeting (ABM), Tier Groups identified potential leaders and talent for leadership development, activities, and support. In 2017, the ABM included group meetings, however the discussion was focused on sharing best practices and identifying issues to challenges on implementation. Only one group provided their notes. For 2018, continued focus on engaging this group to provide input to Commission focus and discussion. An EXCOM member of each tier will facilitate discussion. Suggest identifying a notetaker on to ensure submittal to national office for documentation. Draft topics identified from the Mid-Year Survey. 	In progress

Strategy 5: Establish a sustainable culture that supports members and ensures organizational continuity						
	Goal	Action Item	Timeline*	Committee	Notes	Status
1	Establish a succession plan to: a. Develop a clear, transparent process to identify mature states to draw from for leadership opportunities.	1. Develop a clear, transparent process to identify mature states to draw from for leadership opportunities.	Year 1-3	Executive	<ul style="list-style-type: none"> Developed the Leadership Development Committee and launched at the 2016 ABM. Ad Hoc met at 2017 ABM and 2 follow-up meetings to discuss transparency in succession planning to ensure organizational longevity. In 2018, two new members, Hartman (WY) and Forster (ME) appointed to replace current EXCOM members, Korte (MN) and Weiss (WI) on the LDC. The Committee sent 2 memos to the field on the new process and clarifying information. The LDC is scheduled to meet at end August. 	In progress
	b. Support a culture of leadership and mentoring for all Commissioners.	7. Support a culture of leadership and mentoring for all Commissioners.	Year 1-3	Executive	<p>Discuss and identify the mentoring process and timeline.</p> <ul style="list-style-type: none"> Chair Kraeger contacted Commission members during the year to engage and get to know them better. The Executive Director scheduled "meet and greets" with 46 Commissioners and Ex-Officio members during her first year. She continues this practice annually. She also attends State Council Meetings in person and virtually on request of Commissioners. 	Completed

					<ul style="list-style-type: none">• A New Commissioner Luncheon was added to the 2016 and 2017 ABMs. For 2018, the same format is recommended.	
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Compliance Committee

Strategy 1: Develop a data collection system to fulfill Commission requirements and to improve operation effectiveness and efficiency						
	Goal	Action Item	Timeline*	Committee	Notes	Status
1	Design <i>info and archive</i> collection system for historical continuity and transparency for the national office.	Create a database <i>info and archive</i> collection system working with the national staff	Year 1	Compliance	<ul style="list-style-type: none"> The EXCOM approved a new <i>Records Retention Policy</i> to ensure documents are filed according to industry standards. In 2017, developed a new State Coordination policy that asks Commissioners to provide annually: State Council info and an updated member list to the national office for archival, achievements and other pertinent info. The draft was approved in early March and by the EXCOM in April. The policy is effective July 1. The Chair/Vice-Chair conducted 2 webinars in September. On request, staff provided Commissioners with samples of State Council meeting agendas, minutes, handouts and reports to assist in Compact implementation. 	Completed
3	Conduct a needs assessment by state.	Conduct a local (within state) needs and reviews	Year 1-3	Compliance	<ul style="list-style-type: none"> States vary on Compact implementation. Currently, the national office collects: Commissioner appointments/names; dues payments; state council meetings dates, minutes, and council members. <u>Are other fields needed?</u> Keep info at the national level. Is a "needs survey" necessary to identify what states need to be successful? In July 2017, Compliance launched q New State Coordination policy, approved by the Executive Committee, that outlines a timeframe, process, and communication for Commissioner appointments. Two webinars were held that month led by the Chair and Vice Chair. The national office is currently collecting the info for FY18 from states. 	Completed

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Fiscal year = 7/1-6/30

Strategy 2: Assess and focus the education and outreach programs to develop Commissioners and implement 50 + 1 State Councils.

	Goal	Action Item	Timeline*	Committee(s)	Notes	Status
1	Develop a Commissioner education program to: <ol style="list-style-type: none"> Assess individual states as to level of training needed, and Equip Commissioners with appropriate tools and technologies. 	Jointly developing a Commissioner and Designee education program and rollout with PR & Training Committee	Year 1-3	Compliance; Communications and Outreach	<ul style="list-style-type: none"> Identify key personnel in states for Commissioners that support the Compact. Include in the checklist? More guidance has been requested by Commissioners from national office on how states could/should handle Commissioner appointments and vacancies. New State Coordination policy outlines a timeframe, process, and communication for appointments. Develop a Commissioner job description to assist states in appointments. 	In progress
2	Assess each State Council for regulatory compliance. (refer to Strategy 1.2) <ol style="list-style-type: none"> Conduct joint assessment of councils, Identify roles of SLOs and interaction on State Councils, and Conduct council reassessment when key changes occur. 	State Council assessments (identify changes and connections)	Year 1-2	Compliance	<ul style="list-style-type: none"> States have different needs for a Council - do states have flexibility to meet their needs and capabilities? Identify key components of a "successful" Council? Identify best practices with other states. In 2018, the committee surveyed the Commission for State Council Meeting dates for FY17 and FY18. The State Council Meeting Report results were shared and the committee agreed that a proposal be drafted requiring councils to meet, at minimum, once annually. The committee drafted the language which was forwarded to the rules Committee for consideration. Rules will review in August. The Commission approved the new rule 2.106 on state councils at the 2018 ABM. 	Completed?
3	Develop key measures of effectiveness for Commissioners and councils. (refer to Strategy 1.3) <ol style="list-style-type: none"> Develop a checklist for Commissioners and councils. 	Key measures of effectiveness of State Commissioners	Year 1-2	Compliance	More guidance from MIC3 office on how states could/should handle appointments. Draft checklist developed by national office.	Completed

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Finance Committee

Strategy 5: Establish a sustainable culture that supports members and ensures organizational continuity						
	Goal	Action Items	Timeline*	Committee	Notes	Status
2	Ensure sustainability to: a. Identify external impacts on the MIC3 mission and fiscal outlook. (e.g. ESSA, BRAC)	1. Identify fiscal impacts to MIC3 revenue (reduced military child population) - via DOD a. Consider Sequestration, BRAC, DOD budget cuts. (2017)	Ongoing	Finance	<ul style="list-style-type: none"> National office tracked the Administration's priorities and budget to expand the military in size and capability. Growth of military dependents anticipated. Requested data from DOD Representative, Kathy Facon on personnel growth. In 2016, an Army update was provided, pending other service information. 	In progress
		2. Consider, as a contingency only, what dues structure changes may be required in the future. (This would only be if revenue stream falls to the point where using reserve is required for operations).	Year 2	Finance	<p>Connections (triangulation) from DODEA, Impact Aid survey, Military Identifier, etc. to help identify population trends</p> <ul style="list-style-type: none"> Committee analysed 3 year data on military dependents and dues. Between FY17=FY19, there was a reduction of 40K children, which decreased revenue by \$30K. Dues increase proposal approved and released to the field for discussion for vote at the 2018 ABM. 	Completed
	b. Identify opportunities to increase support and sponsorship of MIC3 (e.g. vendors, supporters, affiliates, associations and states).	3. Research and pursue investment strategy for reserve dollars.	Year 1-2	Finance	<p>Steps:</p> <ul style="list-style-type: none"> In August 2017, approved amount of reserve funds were invested on Vanguard. In August, the committee will assess the results of fund over the past year. 	In progress
		4. Identify other revenue or support opportunities for MIC3. (2017). (Organizations with similar mission/interest)	Year 2	Finance	<ul style="list-style-type: none"> Associations that help support military students (School Counselors Association, AASA, NASSP, NAESP, NEA, AFT, PTA, Mental Health, Special Education Association). Financial partnerships (i.e. military connected financial institutions) 	In progress

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					<ul style="list-style-type: none"> National office developed a matrix of current partnerships and levels. 	
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Training Committee

Strategy 2: Assess and focus the education and outreach programs to develop Commissioners and implement 50 + 1 State Councils.						
	Goal	Action Item	Timeline*	Committee(s)	Notes	Status
1	Develop a Commissioner education program to: <ul style="list-style-type: none"> c. Assess individual states as to level of training needed, and d. Equip Commissioners with appropriate tools and technologies. 	POC Don Kaminar (AR) <ol style="list-style-type: none"> 1. Identify key personnel in states (i.e. Commissioners/Designees) 2. Electronic access to the Commissioner Guide 3. Redo the website: improve navigation/access; list current statute, info on how to develop a council; FAQ; Electronic resources: Best Practices; sample agendas and minutes; update video (Refer to Strat 4.2) 	Year 1	Compliance; Communications and Outreach	<ul style="list-style-type: none"> Development of videos and other resources, tools and technologies are underway. In 2018, the Training Committee approved \$900 to fund modifying an existing video by PsychArmor and the Natl Military and Family Assn (NMFA). The video was tabled due to objections regarding the video's student diversity by the representative of the US Dept of Defense Education Activity, and Commissioners from Wisconsin and Minnesota. A new video and two Public Service Announcements were independently developed by the national office and will be reviewed by Training, and Communications and Outreach committees at their next scheduled meetings in August. An assessment of states on level and type of training was conducted in January by the committee. They are currently drafting the breakout training slides for the 2018 ABM. 	In progress
2	Create a task force of regional representatives for individual Commissioner mentoring and compliance.	Tap regional representatives for mentoring and supports	Year 1-2	Executive <i>Moved to Training Committee as of 10/2/18</i>	1/4/17 Note: (Reassigned from Compliance to the Executive Committee) <ul style="list-style-type: none"> In 2016 Annual Business Meeting (ABM), Tier Groups identified potential leaders and talent for leadership development, activities, and support. In 2017, the ABM included Tier group meetings, however the discussion was focused on sharing best practices and identifying issues to challenges on implementation. Only one group provided their notes to the national office. One Commissioner was assigned to a mentor. 	In progress

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					<ul style="list-style-type: none"> In 2018, the Mid-Year Survey included an option for Commissioners to volunteer to serve as a mentor. Seven Commissioners indicated they were interested. Two new Commissioners have been connected with their a mentor. Need to formalize the process. Consider moving this item to the Training Committee? Moved 10/2/18 	
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Strategy 4: Increase and improve communication resources						
	Goal	Action Item	Timeline*	Committee	Notes	Status
1	Refresh and rebrand MIC3 resources - logo, newsletter, and publications.	POC Kathleen Murphy (NH) <ol style="list-style-type: none"> 1. Update MIC3 Logo 2. Newsletter - who is the audience? How often? <ol style="list-style-type: none"> a. Monthly tips b. Appropriate to time of year (storyboard) c. Publication articles re: military families 3. Create products and services for the ABM <ol style="list-style-type: none"> a. Publications - Internal v. external b. Update power points and presentations (topic specific) c. Templates that states can personalize 	Year 2-3	Communications and Outreach	<ul style="list-style-type: none"> Logo completed (launched at 2016 ABM) In FY2017, new marketing collaterals and a new digital newsletter were released. In addition, the new Executive Director Update was published for Commissioners. The new website was launched in September 2017 and continues to be updated. 	Completed
2	Completely revamp the website by updating and making it more user friendly to serve as a resource for both internal and external users.	POC Scott Bensing (NV)	Year 1	Communications and Outreach	<ul style="list-style-type: none"> New website launched on 9/11 and includes current, basic information that is easy to access and valuable. Need to develop videos and other resources, tools and technologies needed. 	Completed

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3	Develop MIC3 annual report and state summaries profiles to provide accountability and transparency		Year 1	Communications and Outreach	<ul style="list-style-type: none"> First Annual Report published in September last year. Second Annual Report published in October. State profiles were updated in January and info is current. Profiles will be updated annually or when a Commissioner transition occurs. 	Completed
4	Update MIC3 Video - Professional production	POC Kathy Facon (DODEA) Identify audience and format (PSA vs. video) Develop storyboard and script Create production timeline	Year 2-3	Training	<ul style="list-style-type: none"> DOD has agreed to assist in this effort. Staff has met with DOD Representative, Kathy Facon to discuss production opportunities. Storyboard and script approved in Spring The national office has independently developed two PSA's. All three PSA's will be reviewed at the next meeting in August. 	In progress
5	Update/create webinar program.	POC Clay Corley (LA) 6. Identify needs 7. Develop program ideas 8. Develop fiscal and program proposal	Year 2-3	Training	<ul style="list-style-type: none"> ABM 2017's survey feedback provided ideas on webinar topics and focus groups. Two areas consistently mentioned by stakeholders are: parents and districts/schools. Especially schools located in rural areas or areas of lesser impaction. 	Not started

Communication and Outreach Committee

Strategy 2: Assess and focus the education and outreach programs to develop Commissioners and implement 50 + 1 State Councils.						
	Goal	Action Item	Timeline*	Committee(s)	Notes	Status
2	Clearly identify the scope and range of the Communications and Outreach Committee	Gather input from the chairs of the other committees.				To Start

Strategy 3: Establish and cultivate strategic partnerships that leverage the vision of MIC3						
	Goal	Action Item	Timeline*	Committee	Notes	Status
2	Develop a communication mechanism for dissemination of information through partnership changes to convey our message and promote our vision.	<ul style="list-style-type: none"> Improve communication of our work and role Identify how other compacts utilize partnerships 		Moved from Rules, as it aligns with Comm & Outreach. 7/17/2018	<ul style="list-style-type: none"> What is our message? What should groups know about MIC3 and the Compact? Identify groups and organizations that have similar interests. Develop a plan to connect and share information. Identify value added organizations that State Commissioners promote or can assist with the Compact. Important to get the word out on where the community partnership fits in with the Compact. What groups give us the most coverage for knowledge? Once in the system, we are really good at resolving. But what about the ones that we do not know about. Expand the State Council invitees. What is the scope of partnerships in other states? Create a master list and Commissioner can consider what would be good for their state. Advisory groups to the larger group can be very valuable. Some states in other organizations are really beneficial. 	To start

Strategy 4: Increase and improve communication resources						
	Goal	Action Item	Timeline*	Committee	Notes	Status
4	Produce new public service announcement (PSA).	POC Kathy Facon (DODEA) Identify audience and format Develop storyboard and script Create production timeline	Year 2-3	Communications and Outreach	<ul style="list-style-type: none"> DOD has agreed to assist in this effort. Staff has met with DOD Representative, Kathy Facon to discuss production opportunities. Pending storyboard development and timelines. Target: September 2018 ABM launch Draft ready August 2018 	Complete

6	Develop social media strategy (e.g. Facebook party)	POC Shelley Joan Weiss (WI)	Year 2-3	Communications and Outreach	<ul style="list-style-type: none"> • Blog development—post questions and get immediate feedback (state and national) • Social media training. Training session added to ABM General Session. • Having a dedicated PR or social media person. Staff reorganized to include a Communications Associate to support this goal. 	Complete
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Rules Committee

Strategy 3: Establish and cultivate strategic partnerships that leverage the vision of MIC3						
	Goal	Action Item	Timeline*	Committee	Notes	Status
1	<p>Identify partners (current and future) at the national, federal, state and local levels that have mutual interests and common goals.</p> <p>a. Engage key representatives and identify opportunities to partner.</p> <p>b. Formalize partnerships through memorandum of agreement or understanding with mutual goals and objectives.</p>	<p>Inventory and analyze current MIC3 partnerships:</p> <ul style="list-style-type: none"> Identify what is successful Determine what is the goal for increasing partnerships Determine what the return is on investment. What is the benefit to the national office? Determine the informal partnerships that exist. Do we need a formalized vetting? Evaluate, screen, qualify partners 	Year 1	Rules	<ul style="list-style-type: none"> National office developed a matrix of current partnerships and levels This past year, the Committee developed a "Case Report Form" based on the <i>Interstate Commission on Juvenile Justice's</i> form. The purpose is to: collect best practices and cases from states. The form encourages information sharing, supports gathering cases/best practices for training, and highlights unique situations and lessons learned so that others may benefit. The form was piloted and tested, and was released to the field. The Committee is drafting a Rules Promulgation Guide to help standing committees and members understand in submitting proposals for rules to the Commission. 	In progress

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