

STRATEGIC PLAN 2020-2022

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VISION

Successful Educational Transitions

MISSION

Through the Interstate Compact, MIC3 addresses key educational transition issues encountered by children of military families.

VALUES:

- Doing the right thing for children
- Resolving issues fairly
- Respect for all
- Transparency in all we do
- Committed to making a difference

GOAL 1: CLARITY AND AWARENESS



Military families rely on MIC3 to assist in the successful transition of their children during transfer and transitions. However, many families and education professionals may be unaware of MIC3 and those who are aware of the Compact, may not understand exactly what the Compact covers. It is critically important MIC3 leverage our stakeholders to expand our reach to those areas that may not be aware of the Compact while continuing to provide clarity of the Compact to areas with a high military presence.

Goal Statement:

Enhance MIC3 visibility and awareness among those impacted by MIC3 through clarity of our mission, clearly defined roles and responsibilities of our stakeholders, and a commitment to the Compact.

Strategies:

1. Develop a comprehensive MIC3 communication strategy
2. Clearly define and communicate roles and responsibilities of all stakeholders within MIC3
3. Inspire and empower our stakeholders to increase their presence where we need it most; in doing so we will simultaneously seek to expand and cultivate an ever-growing network
4. Implement a formal mentoring program
5. Develop comprehensive training curriculum for all our stakeholders
6. Evaluate the current impact of the Compact

Tactics

Executive Committee

- Develop a mechanism for evaluating the impact of the Compact, either internally or with the assistance of an outside agency: establish a baseline, define measurables, and develop a reporting apparatus for states to demonstrate impact.

Communications & Outreach

- Develop a communication plan with emphasis in the following areas:
 - Distribution of current products and online materials.
 - Expanding social media presence.
 - Developing online resources focused on commissioners, states, and military-connected families.
- Identify stakeholders and their relationship to the Commission.
 - Develop an MIC3 ambassador program to collaborate with stakeholders.
- Develop a plan for commissioners to initiate contact between their state department of education and military personnel within their state.
- Utilize state education conferences to disseminate information about the Compact.

Training

- Develop and implement a new commissioner mentoring program.
- Continue to expand training within states, regionally, or online.
- Create comprehensive training materials for commissioners and other stakeholders.

GOAL 2: COHESIVE AND ALIGNED



MIC3 is uniquely positioned to engage the skills and abilities of commissioners and stakeholders while maintaining a culture and environment that are aligned with our mission, vision, values, and purpose. In doing so, we will encourage maximum engagement from all stakeholders while creating an organization focused on innovation, professionalism, and progress.

Goal Statement:

Empower and channel the diverse nature of our commissioners to maintain one focus, one purpose, and one outcome.

Strategies:

1. Create a structure that allows for full Commission engagement
2. Create best practice (expectations) engagement parameters (code of conduct) for commissioners
3. Create volunteer leadership pathways
4. Formalize onboarding experiences
5. Develop an innovative governance model to create opportunity for engagement

Tactics

Executive Committee

- Engage the full Commission with in-person regional or tier group meetings throughout the year.
- Develop a national recognition program for outstanding commissioners.
- Develop a mechanism to gather resources and best practices from commissioners through the MIC3 website.
- Develop a mechanism to share the resources and best practices with the full Commission.

Compliance

- Communicate compliance expectations and highlight states that are meeting those expectations.
- Communicate how the National Office can assist states with Compact compliance.
- Define and communicate the responsibilities of state councils.
- Define and communicate minimum expectations for commissioner participation and engagement at the annual business and standing committee meetings.

Leadership Development

- Define leadership within the Commission and identify individual skills and behaviors that are needed.
- Develop a formal leadership program to identify future leaders and reinforce succession planning.
- Encourage commissioners interested in leadership positions.

Training

- Develop and implement a new commissioner mentoring program.

GOAL 3: FOUNDATION AND FUTURE



As MIC3 continues to evolve and mature, so must our approach to continually invest in our infrastructure while positioning the organization within an ever-changing environment. To do so, MIC3 will continue to focus on maximizing our operational effectiveness while continuing to manage our assets and structure responsibly.

Goal Statement:

Establish and maintain a culture of growth to ensure fiscal stability and operational effectiveness.

Strategies:

1. Educate our community on our resources, responsibilities, and commitments
2. Research revenue and support sources to support our initiatives
3. Create an operations audit to ensure the team has what they need to succeed
4. Ensure current volunteer engagement by providing necessary resources, education, and pathways for future volunteers

Tactics

Communication & Outreach

- Communicate resources to commissioners and stakeholders. Include reminders about existing resources, responsibilities, and commitments.
- Research how member states and military services educate stakeholders on the Compact, and develop a strategy to support their efforts.
- Develop a template for commissioners to highlight the Compact within their state for their Governor, legislators, and other stakeholders.
- Develop additional online tools and informative videos for commissioner and stakeholder use.

Finance

- Explore and communicate to the Commission the viability of outside funding sources for the Commission.
- Continue transparent reporting of Commission budget and develop opportunities for stakeholders to understand the fiscal operations of the Commission.
- Audit the operations and programs of the Commission and National Office to determine needs and areas of improvement.
- Establish fiscal principles and policies - short and long-term - to ensure stability.

STRATEGIC PLAN 2017-2019 KEY ACCOMPLISHMENTS

Strategy 1

Develop a data collection system to fulfill Commission requirements and to improve operation effectiveness and efficiency

Goal | *Compliance*

Design an information and archive collection system for historical continuity and transparency for the National Office.

- In collaboration with the Executive Committee (EXCOM), the committee approved a new Records Retention Policy to insure industry standards are met.
- Developed State Coordination Policy to ensure State Councils meet at least annually and supported the policy with webinar training and templates to assist with implementation.

Goal | *Compliance*

Conduct a needs assessment by state.

- Reviewed current collection parameters for the Commission and created the State Coordination Policy to address shortfalls.
- The National Office collected information related to the newly implemented policy for FY18 and FY19.

Strategy 2

Assess and focus the education and outreach programs to develop commissioners and implement 50 + 1 state councils

Goal | *Compliance*

Assess each State Council for regulatory compliance.

- Commission approved the Rule 2.105 State Councils at the 2018 Annual Business Meeting (ABM).

Goal | Compliance

Develop key measures of effectiveness for commissioners and state councils.

- Produced a Commissioner Checklist to assist commissioner and state councils.

Goal | Executive

Assess and update the Annual Business Meeting (ABM) to reflect strategic visioning.

Develop a tiered training focus.

- The Commission's Executive Director (ED) onboards newly appointed commissioners using the Compact 101 slides within 30 days of the National Office receiving their appointment letter.
- At the 2016 ABM, commissioner & ex-officio only sessions were implemented, and included in the 2017 and 2018 meetings.
- Breakout sessions at the ABM were designed to train and encourage interaction between attendees.
- Strategic Plan updates were provided through the ED Update and the Chair Message publications.

Strategy 3**Increase and improve communication resources****Goal | Communications & Outreach**

Refresh and rebrand MIC3 resources – logo, newsletter, and publications.

- Redesigned logo and launched at the 2016 ABM.
- Rebranding included new marketing collaterals, digital newsletter, and ED Update completed in 2017.

Goal | Communications & Outreach

Completely revamp the website by updating and making it more user friendly to serve as a resource for both internal and external users.

- New MIC3 website completed in 2017.
- New content - webinars, videos, and meeting minutes - was continually updated.

Goal | *Communications & Outreach*

Develop MIC3 Annual Report and state profiles to provide accountability and transparency.

- First Annual Report published in September 2016.
- State profiles are updated annually and posted to the MIC3 site.

Goal | *Training, Communications & Outreach*

Update MIC3 Video – Professional production.

- Three public service announcement (PSA) videos were produced, one PSA was developed in partnership with the US Department of Defense (USDoD) and two were developed by MIC3.
- MIC3 developed a Compact overview video for training.

Goal | *Communications & Outreach*

Develop social media strategy (e.g. Facebook).

- National Office added a Communications Associate position to support this goal.
- Communications Associate briefs at the EXCOM's Spring Retreat and at the ABM regarding social media and website analytics.

Strategy 4

Establish a sustainable culture that supports members and ensures organizational continuity

Goal | *Executive*

Support a culture of leadership and mentoring for all commissioners.

- The Chair contacts Commission members throughout the year to engage and support.
- The ED onboards newly appointed commissioners.
- The National Office staff attend, in-person and virtually, state council meetings to support commissioners.
- New commissioner reception held annually at the ABM.

Goal | Finance

Ensure sustainability to: identify external impacts on the MIC3 mission and fiscal outlook (e.g. ESAA, BRAC).

- In contact with the USDoD to track administration's priorities and budget to identify population trends.
- An annual report on number of military dependents is provided by the USDoD.
- At the 2018 ABM a dues increase of 15% was approved by the Commission and implemented as of FY2020.

Goal | Finance

Identify opportunities to increase support and sponsorship of MIC3 (e.g. vendors, supporters, affiliates, associations and states).

- In 2017 the Finance Committee invested a portion of the reserve fund continues to be monitored.
- The committee tracks potential partners with the capacity to support the MIC3 mission.