



**MIC3** | MILITARY INTERSTATE  
CHILDREN'S COMPACT  
COMMISSION

**2026 – 2028  
STRATEGIC PLAN**



## MISSION VISION VALUES

### MISSION

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

### VISION

Successful  
Educational Transitions

### VALUES

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

# 2026–2028 STRATEGIC PLAN

In 2007, the advisory group consisting of the U.S. Department of Defense (USDOD) Office of Personnel and Readiness, in cooperation with the Council of State Governments (CSG) and National Center for Interstate Compacts finalized the *Interstate Compact on Educational Opportunity for Military Children* model statute language, which was adopted by all 50 states and the District of Columbia by 2014.

The Military Interstate Children’s Compact Commission held its first meeting in Phoenix, Arizona, in the fall of 2008. Eight years later, in 2016, the Commission adopted its first official three-year strategic plan, which set the Commission’s course from 2017 to 2019.

Development of the 2026-2028 Strategic Plan began in the spring of 2024 with the Executive Committee (EXCOM) identifying key areas and topics to elevate the Commission and promote the Compact to internal and external partners. During the 2024 Annual Business Meeting (ABM), the Commission endorsed and expanded the priorities and tactics. The EXCOM finalized the tactics, based on 2024 ABM feedback, during the spring of 2025, which is outlined in this document and will determine the Commission’s strategic trajectory for 2026-2028



## WHAT WE AIM TO ACHIEVE IN THE NEXT 3–5 YEARS

### SUPPORT SUCCESSFUL TRANSITIONS

Focus on student transitions by helping them understand the Compact and access available resources.

### CLARIFY THE COMPACT'S SCOPE

Define what the Compact covers and does not.

### CLARIFY BOUNDARIES

Educate member states about reasonable boundaries within the scope of the work.

### ALIGN COMMISSION EFFORTS ACROSS THE 50+1

Seek state and ex-officio member alignment: united in direction, committed to collaboration, and engaged on specific tactics, not just broad strategies.

### MAXIMIZE THE IMPACT OF EX-OFFICIO MEMBERS

Continue to engage Ex-officio members and fully leverage their support.

### NEW COMMISSIONER ENGAGEMENT

Involve Commissioners early in committees and foster relationship-building.

### FOSTER CONSISTENCY IN COMMISSIONERS' KNOWLEDGE

Maintain uniform knowledge of the Compact across all Commissioners.

### FOSTER TWO-WAY SUPPORT WITH EX-OFFICIO MEMBERS

Identify ways to better support Ex-officio members.

### CREATE LEADERSHIP PATHWAYS FOR NEW MEMBERS

Develop leadership opportunities for new members and strengthen the EXCOM team.

### EXPAND TRAINING AND PROFESSIONAL DEVELOPMENT FOR EDUCATORS

Continue to provide training for school district personnel and seek certification and continuing education opportunities for counselors, administrators, and higher education programs (e.g., the Wilmington Program in Delaware).

### ENSURE FINANCIAL HEALTH OF THE COMMISSION

Maintain financial stability to support ongoing efforts.

### PROVIDE THE RIGHT TOOLS AND ADMINISTRATIVE SUPPORT

Equip the Commission with the necessary resources to accomplish its mission effectively and efficiently.

### INVEST IN STAFF PROFESSIONAL DEVELOPMENT

Support the continuous growth and alignment of staff capabilities with the organization's goals.

# GOAL 1: CULTURE

Culture is the foundation of the Commission. As the Commission continues to evolve, so must the partnership among members and staff. To build a successful future, the organization will empower and channel the diverse nature of its members and staff to achieve a unified focus, purpose, and outcome.

## GOAL STATEMENT

Reinforce a student-centered culture, unified around successful educational transitions. Continue to enhance the organization's culture by creating opportunities for members and staff to connect and promote the mission, purpose, and values.

## PRIORITIES

- Enhance and support all Commissioners in their state-level leadership roles.
- Enhance trust and accountability among Commission members and staff.
- Strengthen an organizational culture that supports team interaction, respectful debate, collaboration, and a commitment to the final decision.
- Optimize Commissioner and Ex-officio participation.
- Continue to cultivate and develop future leaders.

## STRATEGIES

### 1. Stay Mission-Driven and Student-Centered

The Commission reaffirms its core mission by systematically aligning its efforts, decisions, and communications with the needs and success of uniformed officer corps students. Embracing a student-centered approach as a guiding principle in all aspects of planning, policy development, and execution.

- a. Empower Student Voice

### 2. Recruit and Develop the Next Cohort of Leaders

The Commission is committed to fostering leadership by identifying and encouraging members to explore leadership and volunteer roles. This approach allows the organization to build a collaborative and inclusive pipeline that empowers individuals and supports the long-term strength of the organization.

- a. The Executive Committee (EXCOM) Chair, in consultation with EXCOM and the standing committee chairs, will appoint a Vice Chair for each standing committee.
- b. Expand the Tier Group Facilitator role to be more independent and gather information by regional impaction.

### 3. Commissioners are Well-Informed About the Compact and Their Responsibilities

The organization strives for every member to be well-informed and confident in their knowledge of the Compact and their role in advancing its goals. This commitment helps strengthen decision-making and reinforces the shared accountability to the Compact's mission.

- a. Identify and develop resources (courses, tier groups, and/or webinars) that would support Commissioners in their role.
- b. Encourage commissioners to periodically retake the Commission courses to maintain their working knowledge of the Compact.
- c. Further develop, continuously review, and adjust the Onboarding Process for New Commissioners.

# GOAL 2: FIDELITY

Maintaining the integrity of the Compact, the intent, purpose, and meaning, is of the utmost importance to the Commission.

## GOAL STATEMENT

The Commission will maintain the integrity of the Compact through accountability, consistency, and best practices.

## PRIORITIES

- Protect the fidelity of the Compact.
- Ensure the Compact meets its mission and vision.
- Implement the Compact efficiently and consistently.
- Address the educational issues of military-connected students.
- Continuously improve the Commission's administrative infrastructure.

## STRATEGIES

### 1. Ensure Ample Funding to Support Mission

The Commission is committed to securing the financial resources needed to advance the mission and ensure long-term impact. This includes diversifying funding, strengthening partnerships, and clearly demonstrating the value of the work. A sustainable financial strategy allows the Commission to adapt, grow, and deliver on its mission well into the future.

- a. Maintain the current and comprehensive financial strategy, including analysis of program costs, long-term viability, and overall impact on the Commission to fulfill its mission.
- b. Continue using a rolling five-year budget to forecast needs, align spending with revenues, and prepare for unexpected challenges.

- c. Continue to use data-driven forecasting to adjust dues as needed, strategically manage reserves, seek external funding, and leverage partner support while accounting for changes in military student populations due to global and structural military shifts.
- d. Continue to support Commissioners in understanding the fiscal and budgeting process.

### 2. Allocate the Necessary Resources for the National Office

The organization is committed to equipping the National Office with the necessary resources—financial, technological, and human—to operate efficiently. By continually assessing and addressing these needs, the National Office can effectively drive the mission and help the Commission achieve meaningful outcomes.

- a. Maintain staffing.
- b. Utilize the association management system.
- c. Maintain a comprehensive legislative tracking system.

### 3. Support the States in Meeting their Obligations Under the Compact

The organization is dedicated to supporting states with the guidance, resources, and tools necessary to support successful Compact implementation. Through collaboration and ongoing communication, the regulatory body can help states stay aligned with their commitments and achieve shared goals.

- a. Continue to develop and implement clear metrics and performance measurements to assess compliance and the effectiveness of programs and processes.
- b. Develop common elements of state programming based on impact.
- c. Examine the potential for non-compliance accountability fees.

# GOAL 3: ENGAGEMENT

As the landscape continues to change, it is important the Commission continues to communicate, educate, and develop influence with its partners and the public on the importance of the Compact.

## GOAL STATEMENT

As the Commission matures, the organization will continue to serve the mission and raise awareness through education, training, collaboration, partnership, and influence among uniform officer corps families and partners. The MIC3 will provide programs and resources that are relevant to the needs of partners.

## PRIORITIES

- Build relationships with partners.
- Provide relevant resources to assist parents and students.
- Educate states, schools, and staff to support students.
- Improve awareness among partners and the public.
- Develop and share best practices and resources.
- Optimize technology to improve access.

## STRATEGIES

### 1. Build Relationships with State Appointing Authorities

The organization is committed to building strong relationships with state appointing authorities to support open communication and alignment on shared goals. By engaging regularly, the MIC3 will support the appointment of the most capable and experienced individuals as Commissioners. These partnerships are crucial in enhancing the effectiveness of their work and to facilitate positive outcomes within the state.

- a. Make connections with the appointment authorities as well as their state board and commissions.
- b. Provide sufficient information to select well-qualified Commissioners to the appointment authority.

### 2. Build Relationships with Federal Agencies

The Commission is committed to strengthening collaborative relationships with federal agencies to enhance coordination and support for the shared goals. Through regular communication and partnership, the MIC3 aims to align efforts, leverage resources, and achieve the objectives of the Compact more effectively.

- a. Engage with the U.S. Department of Education.
- b. Continuing to cultivate connections with compacting federal agencies.
- c. Strengthen partnerships with the US Department of Defense.

### 3. Strengthen Relationships with Ex-officio Members

The organization is committed to strengthening relationships with ex-officio members and new partners to enhance collaboration and leverage their expertise in implementing the Compact successfully. By fostering open communication and engaging in meaningful dialogue, the MIC3 will leverage their insight, resources, and support in advancing the shared goals.

- a. Maintain regular meetings with ex-officio members to foster collaboration, assess needs, and identify areas of mutual support.
- b. Further develop or identify specific engagement opportunities tailored to each organization's mission, focus areas, resources, and programming.
- c. Investigate and build relationships with external organizations (other uniformed Commissioned Officer Corps).

### 4. Strengthen Awareness of Resources and Programs

The organization is dedicated to enhancing awareness of the resources and programs by implementing targeted communication strategies, outreach initiatives, and educational campaigns to tell the story. The goal is that every state and partner have the knowledge and support they need to promote the Compact.

- a. Engage and amplify the student voice.
- b. Highlight Compact success stories.
- c. Strengthen training initiatives for partners.



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OCTOBER 2025