I. Welcome
II. Call to Order
III. Approval of Minutes
   a. June 18, 2019 Meeting
IV. Old Business
   a. Overview of Executive Committee Activities
      i. Ex-officio Role and Conduct
         2. See packet.
      ii. Definition of MIC3 Partnership
         1. Discussed during September Communication and Outreach Committee Meeting.
         2. See packet.
      iii. Defining role of Commissioner, Designee, an Proxy
         2. See packet.
      iv. Guidelines for Commission Meetings
         2. See packet.
      v. Conflict of Interest
         2. See packet.
      vi. Resolving Compliance Issues
         2. See packet.
V. New Business
   a. Strategic Plan
      i. Accomplishments under old plan.
         1. See packet.
      ii. Draft of new plan for consideration at the Annual Business Meeting.
         1. Review of concepts.
   b. Annual Business Meeting
VI. Comments from Group
VII. Adjournment
Missouri State Council Meeting
Tuesday, June 18, 2019

Present:
- Commissioner Brian Henry
- Ms. Joan Barrett, MCEC
- Mr. Joe Driskill
- Ms. Cherise Imai, MIC3
- Norris Johnson, Fort Leonard Wood
- Mr. Steve Lynch, State Representative
- Dr. Margie Vandeven, Missouri Commissioner of Education
- Dr. Jerrod Wheeler

1) **Call to Order and Roll Call:** Commissioner Brian Henry called the meeting to order at 3:15pm Central Standard Time and conducted roll call.

2) **Approval of the Meeting Minutes:** Ms. Joan Barrett moved to approve the meeting minutes of October 2, 2018 as presented. Seconded by Mr. Joe Driskill. Motion passed.

**Old Business**
3) **Missouri Compact Training Session in Waynesville** – Commissioner Henry reported a Compact Training was conducted at Waynesville School District in November. It was well-attended with school districts, school personnel, and the Army School Liaison Officer, Bobby Petersen. MIC3 Executive Director, Cherise Imai and Ms. Lindsey Dablow, MIC3 Training and Operations Associate, assisted. They also visited classrooms and spoke with teachers and students.

4) Commissioner Henry stated Mr. Richard Pryor, MIC3 Communications Associate, visited Waynesville District Schools in May. He stated both MIC3 staff do not have an education background, therefore the opportunity to better understand student transitions and school support programs is helpful in working with states on the administration of the Compact. Mr. Pryor met with district staff including administrators and the Communications Director. Ms. Imai thanked Dr. Henry for his hospitality and allowing MIC3 staff to learn first-hand about his schools support military families.

5) Commissioner Henry added that Ms. Michele Sumter, former the Middle School Principal for the past 5 years and also a military spouse, recently mentioned that it wasn’t until she came to Waynesville that she was aware of the numerous organizations and supports for military kids - and she has three children.

6) **Missouri State High School Athletics Association (MSHSA) Invitation** - Commissioner Henry stated he was unsuccessful in connecting with MSHSAA to extend an invitation to join
the Missouri State Council. He will continue to follow-up and keep the Council informed. To support attendance of other districts and relevant individuals at the next Council meeting, Commissioner Henry recommended holding a future meeting in North Kansas City.

7) **Input for the MIC3 Annual Business Meeting (ABM)** – Commissioner Henry reported the ABM will be held will be on October 23-24, 2019 in Colorado Springs, Colorado. Attendees include Commissioners from fifty states plus the District of Columbia, as well as School Liaison Officers, government officials and relevant state staff. Members have the opportunity to discuss key issues and concerns, and the agenda includes three breakout sessions.

8) Commissioner Henry requested items of concern to bring to the Commission. Ideas to Improve the Communication and Outreach on the Compact –
   - **MCEC**: Ms. Barrett stated they have identified the need to educate families about the Compact, in both official and unofficial capacities. Ms. Cherise Imai reported MCEC assisted with producing a webinar and podcast this year, and thanked Ms. Barrett for MCEC’s support.
   - Commissioner Henry reported Dr. Vandeven allowed him to present on the Commission to several schools.
   - Members identified Chaplains, Brigade Commanders as potential opportunities for dissemination of information.
   - Ms. Imai reported the MIC3 website has several resources, including videos and collaterals that are downloadable for use.
   - Commissioner Henry reported he recently sent a District Superintendent the Compact information and he replied that he had no idea that the Compact existed. Dr. Wheeler suggested he and Commissioner Henry develop a schedule to share the information.
   - Dr. Margie Vandeven requested the top issues of the Compact.

**New Business**

9) **U.S. Air Force (AF) Effectiveness Study**
   - Mr. Joe Driskill stated he was not able to be present for the October State Council meeting as he attended a meeting the USAF in Washington D.C. that same week. The AF has funded a study to put quality metrics in place to assess realignment and rebasing concerns – such as the quality of education for Air Force families.
   - Mr. Driskill stated the AF released their study proposal and sought feedback from numerous organizations, such as MIC3. The researchers were heavily influenced by comments submitted by organizations such as MIC3. He reported a new draft was signed by Dr. Heather Wilson prior to her retirement from Texas El Paso. He sent a request for more information on the new framework and will forward a copy once received.
   - Mr. Driskill said the project is narrow in scope and will source publicly available, school district level data. He added the U.S. Army had a similar effort a few years
ago and they found it difficult to measure student performance across 500 military students within a state, and more difficult to analyze across the nation. Mr. Driskill closed the item and stated both services have great interest in the study outcomes.

- Commissioner Henry shared the Commission’s response letter with the Council.

10) **Roll of Ex-officio Members on the Commission** – Commissioner Henry said the Commission has ex-officio, non-voting representatives from the: National Military Family Association, Military Impacted Schools Association, Military Child Education Coalition, and National Federation of State High Schools Association. The Executive Committee defined the ex-officio role and responsibilities to ensure there is mutual understanding of expectations.

11) **Definition of an MIC3 Partnership** – Commissioner Henry stated the Commission is a quasi-governmental organization, with members appointed from states with different political affiliations. Therefore, the Commission does not advocate for, nor take positions on controversial issues. He explained the Executive Committee has concluded a neutral position best to maintain civility among member states.

12) **April Executive Retreat** – Commissioner Henry reported in April, the Executive Committee met in-person in Lexington, Kentucky. The first day focused on business matters, while the second day focused on strategic plan development.

13) **Military Spouse Licensing** – Ms. Barrett reported a focus of the U.S. Department of Defense is on occupational licensure reciprocity across states. The initiative addresses the quality of life for military families and the difficulty for service spouses to gain employment at new duty stations in fields such as teaching, nursing, and physical therapy.

14) **Associated Defense Communities** – Jerrod Wheeler, recently attended their conference and encouraged engagement with Associated Defense Communities.

15) **Military Child Identifier for National Guard and Reserve Students** – Ms. Barrett stated the importance of inclusion of this population to the federal military identifier for military students. She reported that the identifier is helpful to determine where military kids are located and identified by the school. When the bill was passed, it did not include National Guard and Reserves. Fortunately, Missouri had the foresight to include the guard and reserves. There are only 10-12 states that collect this data. MCEC is advocating for a fix in the Senate and the House, and are looking for Senator Holly and Blunt, and Representatives Hartzler and Graves’ support. She asked for members’ support of this initiative.

16) **Credentialing for Military Service Members** – Norris Johnson reported the Army is examining credentialing and is concerned about Tuition Assistance (TA) funding not being utilized correctly. He reported they are trying to access this TA funding and emphasized transition programs for service members. He approached Commissioner Henry regarding strengthening school-to-work programs and are seeking to obtain industry-wide professional
certification programs that are approved. Norris Johnson is concerned with industry schools outside of Missouri that are approaching him to discuss their programs.

17) Commissioner Henry thanked members for attending today’s meeting and for their robust conversation – he expressed appreciation for their support of the Compact and the State Council.

Adjournment

18) With no further business to conduct, Dr. Wheeler motioned to adjourn the meeting. Seconded by Dr. Vandeven. Commissioner Henry adjourned the meeting at 4:44pm Central Standard Time.
I. Introduction

Pursuant to Article IX of the Military Interstate Children’s Compact Commission (MIC3) model compact language and Article II Section 3 of the Commission Bylaws, ex-officio representatives are non-voting representatives who are members of interested organizations, including but not limited to military-oriented, military family, education-oriented, and parent and teacher organizations.

The title of ex-officio follows the position, or the office, as in its Latin roots, “from the office,” serving on MIC3 as an official representative from his or her organization.

The following describes the standards for ex-officio participation on the Commission:

II. Appointment

・ Each ex-officio organization shall provide an appointment letter to the Commission designating, by name, the official representative for their respective organization to the Commission.
・ Each ex-officio organization shall be permitted one representative.

III. Voting status

・ Ex-officio representatives are non-voting and therefore unable to vote on any matter that comes before the Commission.

IV. Committees

・ Each ex-officio representative may only serve on one committee as assigned by the Chair of the Commission, or as provided by the Bylaws.
・ No ex-officio shall serve on the Leadership Development Committee or any subsequent committee that is dedicated to identifying MIC3 leaders and monitoring the election of MIC3 officers.
・ Ex-officio representatives may not be included in the Committee Chair’s count when determining the number of committee representatives needed for a quorum.
・ Ex-officio representatives serving on a committee shall have the right to participate in debates and discussions before the Commission or their assigned committee.
・ Ex-officio representatives are expected to refrain from participating in debate upon a matter that the ex-officio has a direct or indirect financial or other personal interest, resulting in a personal benefit that conflicts with the conduct of his or her duties.
EX-OFFICIO REPRESENTATIVE ROLE AND CONDUCT

- Should an ex-officio representative believe a conflict of interest exists, they should announce to the committee or the Commission that they are recusing themselves from the debate.
- The ex-officio representative must sign the MIC3 Conflict of Interest Disclosure Form unless their organization has a similar Conflict of Interest Policy and Conflict of Interest Disclosure form signed by the ex-officio. In this event, the ex-officio shall furnish a copy of this form to the Commission.
- The U.S. Department of Defense Ex-officio Member serving as the liaison to MIC3 shall be exempt from signing such Conflict of Interest form, however they remain subject to the regulations and policies of the U.S. Department of Defense.

V. Code of conduct

- Ex-officio representatives are expected to comply with the principles detailed in the MIC3 Code of Conduct Policy, including:
  - Participating in good faith in MIC3 activities;
  - Conducting themselves in a manner that does credit to their respective organizations and to the Commission;
  - Acting in the overall best interests of the Commission and their organizations;
  - Not engaging in any conduct that is criminal, disgraceful, or prejudicial to MIC3 or to their own organizations;

VI. Commission management and operations

- Ex-officio representatives shall not engage directly or indirectly in the management or function of the Commission. Therefore, they may not vote or make decisions on the daily administration of the Commission, including but not limited to the election of officers, strategic planning, or personnel matters.

VII. Representation to third parties

- Ex-officio representatives represent their respective organizations on the Commission, and are not appointed Commissioners of member states or the District of Columbia, therefore ex-officio representatives shall not represent the Commission to third parties or to the U.S. Government;
- Ex-officio representatives shall not represent or speak on behalf of the Commission at any event without approval of the MIC3 Executive Committee.
VIII. Notification of Home State Appointing Authority

If any of the following conditions are met, the Commission may notify the appropriate appointing authority in the home state of the Commissioner or Designee regarding its concern about the ability of the Commissioner or Designee to perform their duties in a fair and impartial manner, or if it becomes aware of any of the following information:

- The Commissioner or Designee has a substantial financial, or other personal conflict of interest in the outcome of the matter, such as the awarding of a contract for services or employment and refuses to recuse from debate or voting on such matter;

Removal of a Commissioner from their position as a representative of a member state shall be within the sole discretion of the appointing authority of that state,
Conflict of Interest Disclosure Form

Commissioners and their Designees appointed by the states are responsible for upholding the integrity of the Commission and its member states. No Commissioner shall vote or participate in debate upon a matter in which the Commissioner has a direct or indirect financial or other personal interest resulting in a personal benefit that conflicts with the fair and impartial conduct of official duties. The Executive Committee shall have the sole authority to consider allegations of breaches of this code, including appeals from Commissioners alleged to be in violation herewith. In the case of a breach, the Executive Committee may direct the Chair to notify the appropriate appointing authority in the Commissioner's home state.

I, ___________________________, Commissioner or Designee for the State of _______, hereby swear or affirm that I have read and understand the MIC3 Commission Conflict of Interest and will comply with said policy in all matters pertaining to my duties and obligations as a Commissioner, Designee, or Officer of the Commission, including my obligation to recuse myself from consideration, debate or voting on any matter that conflicts with the fair and impartial conduct of my official duties.

________________________________________

Commissioner/Designee

State of __________________________

Dated this ___ day of ____________, 20__.
DEFINITION OF A PARTNERSHIP WITH MIC3

Increase the visibility of the MIC3 through relationships with organizations sharing similar interests such as those active with public education entities, families of school aged children or having supports for transitioning military-connected students. Creating these partnerships will:

- Increase brand awareness
- Increase social media coverage
- Create new partners and relationships
- Advance the goals of the MIC3

The MIC3 are not able to advocate on issues in return for partnering with other organizations.
I. Authority

The Military Interstate Children’s Compact Commission (MIC3) established the position of Compact Commissioner to represent and administer the Compact in each member state. This policy will define the duties and responsibilities of the Compact Commissioner, Designee, and those individuals attending the MIC3 Annual Business Meeting (ABM) as the state’s Proxy. It will clarify the party responsible for allocating those duties and responsibilities to the individual.

II. Applicability

This policy applies to individuals chosen to administer the Compact as indicated by the appointing authority, as outlined in the state’s statute, or the Compact Commissioner whether they are administering the Compact daily or serving as a proxy only for the MIC3 ABM.

III. Definitions: Compact Model Language, Rules, and By-Laws

A. Compact Model Language: Article VIII & Article IX

   Article VIII – State Coordination

   C. The Compact Commissioner responsible for the administration and management of the state’s participation in the compact shall be appointed by the governor or as otherwise determined by each member state.

   Article IX – Interstate Commission

   B. Consist of one Interstate Commission voting representative from each member state who shall be that state’s compact commissioner.

   3. A representative shall not delegate a vote to another member state. In the event the Compact Commissioner is unable to attend a meeting of the Interstate Commission, The Governor or State Council may delegate voting authority to another person from their state for a specified meeting.
B. Compact Rules: Ch. 100, SEC. 1.101 Definitions
   D. “Compact Commissioner” as the voting representative of each compacting State, appointed pursuant to Article VIII of this compact.

C. MIC3 By-Laws: Article II - Membership

Section 2. Commissioners. Each Compacting State shall have and be limited to one Member. A Member shall be the Commissioner of the Compact State. Each Compacting State shall forward the name of its Commissioner to the national office of the Commission, who will advise the Commission chairperson. The national office of the Commission shall promptly advise the appropriate appointing authority of the Compact State of the need to appoint a new Commissioner upon the expiration of a designated term or the occurrence of mid-term vacancies. If a resignation of a Commissioner occurs or a change is made by the state appointing authority, it is the responsibility of the member state to inform the Commission of the vacancy or change.

VI. Policy – Defining Role

A. Compact Commissioner

As defined by the Compact Rules Chapter 100, section 1.101 the “Compact Commissioner” means: the voting representative of each compacting State, appointed pursuant to Article VIII of this compact. This individual, as indicated by an appointment letter from their state’s appointing authority, administers and manages the Compact in their state. The Compact Commissioner serves on at least one Standing Committee and may be eligible to hold an elected leadership position on the Commission. In addition, the Compact Commissioner attends and actively participates in the MIC3 ABM as their state’s voting representative.
B. Designee

Should a Compact Commissioner choose to delegate the duties and responsibilities of the Commissioner to another individual this person shall be the "Designee". The Compact Commissioner must inform the MIC3 National Office in writing or by utilizing the MIC3's Delegation of Authority Form\(^1\) of the name of their Designee within 60 days of their appointment. The "Designee" is the voting representative for their compacting State, will serve on at least one Standing Committee and may be eligible to hold an elected leadership position on the Commission. In addition, the Compact Commissioner Designee attends and actively participates in the MIC3 ABM as their state's voting representative.

C. Proxy

Should the Compact Commissioner or the Designee be unable to attend the MIC3 ABM then a "Proxy" may be selected by the appointing authority, Compact Commissioner, State Council, or Designee to serve as the voting representative for their state only for the duration of the specified ABM. A proxy will not serve on a Standing Committee but may attend any meetings held during the MIC3 ABM, so they may communicate relevant information to their Compact Commissioner or State Council upon the conclusion of the ABM. A proxy may not run for or hold a leadership position in MIC3.

VII. MIC3 Delegation of Authority Form

The MIC3 Delegation of Authority form for the MIC3 ABM containing the name and contact information of the selected individual must be submitted at least 60 business days but no later than 30 business days prior to the first day of the ABM to insure all pertinent information, i.e. items to be voted on, are communicated. Only those individuals serving as a proxy who have submitted the proper documentation to the MIC3 National Office will be eligible for reimbursement under the MIC3 Travel Policy for expenses incurred in relation to the ABM.

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\(^1\) MIC3 Delegation of Authority Form (attached)

June 20, 2019
I. Purpose

The objective of this policy is to establish guidelines for participants and attendees during meetings of the commission. These guidelines are intended to insure positive interaction and timely resolution of any issues that may occur during the course of debate. They are not intended to circumvent or stifle debate but to ensure agenda items are addressed efficiently.

II. Authority

*Article VI, Section 4. Procedure of the Military Interstate Children’s Compact Commission’s (MIC3) bylaws establishes Robert’s Rules of Order as the procedural guide for conducting commission meetings unless otherwise prescribed by bylaws or rules adopted by the commission. This policy is consistent with Robert’s Rules of Order.*

III. Applicability

This policy applies to the National Office staff, the Commissioners of all member states, proxies for Commissioners, ex-officio organization representatives, and members of the public attending meetings of the Commission. This policy refers to the term “Commissioner” as defined in Article II Membership of the Compact Bylaws.

This policy is intended for use during all commission meetings including: the annual business meeting; standing and ad hoc committee; task force; and tier groups meetings. And will apply to meetings conducted in-person, and by telephone or web-based conferencing.

IV. General Information

All Commission meetings are open to the public. Commissioners, ex-officio representatives, or public participants may attend meetings, however may only speak when recognized by the Chair in accordance with Article VIII, Section 4 Public Participation of the Compact Bylaws. It is expected that all discussion, remarks, and comments made during commission meetings will be courteous, respectful, and professional. Comments of a personal nature or that are intended to insult, belittle, or otherwise denigrate any individual are not acceptable.

1

Approved June 20, 2019
V. Policy

Meetings of the Commission will uphold the following practices:

- Commissioners may have the floor to speak after being recognized by the Chair.
- Commissioners are not to interrupt the individual who has the floor.
- The Chair will present a draft agenda after the start of the meeting. Members may move for changes to the agenda before voting to adopt it.
- To discuss or debate an agenda item, the Commissioner shall make a motion. The discussion will be opened after the motion has been seconded by another Commissioner.
- No Commissioner may speak twice about the same issue until everyone else wishing to speak has been allowed to do so.
- The Chair may establish reasonable limits to the debate in order to expedite matters and accomplish Commission business.
- The Chair has the same rights to speak and vote on questions as do other Commissioners.

VI. Maintaining and Restoring Order for all Meeting Attendees

The Chair is responsible for maintaining and restoring order during the meetings. The Chair shall employ the following steps progressively to maintain order:

1. Remind Commissioners and meeting attendees of the proper procedures and expectations for discussion and debate.
2. Call the meeting back to order.
3. An offending individual:
   a. Shall be admonished by name and the minutes of the meeting shall reflect the unacceptable behavior, words, or actions at the direction of the Chair.
   b. Can be removed from the meeting.
      i. Commissioners may be removed from the meeting by a two/thirds vote of the body. A Commissioner has the right to appeal the decision.
      ii. The Chair has the power to remove a meeting attendee, non-voting representative, or public participant at any time during a meeting, and this individual has no right to appeal the Chair’s decision.
      iii. Each of these actions shall be recorded in the minutes of the meeting at the direction of the Chair.
VII. Penalties for Commissioners, Ex Officio Representatives, and Meeting Attendees

One a quorum is established, disciplinary action may be imposed for inappropriate behavior by a vote of the Commissioners present. A Commissioner may ask to be recognized and move to propose a penalty, or the Chair may ask what penalty should be imposed.

Possible penalties include:
- An apology by the offending individual
- Formal censure or reprimand
- Removal of the offending individual for the remainder of the meeting
- Suspension of the offending individual’s rights for a designated period of time
- Expulsion of the offending individual from the organization
- Any penalty other than expulsion requires a majority vote to adopt; expulsion takes a two-thirds vote. At the request of a single member, the vote on a penalty motion must be taken by ballot.

Commissioners may vote to have the offending individual leave the meeting while they discuss the penalty. This action must also be presented in the form of a motion. If the Commission does not ask the offending individual to leave during the discussion, they shall allow the offending individual to speak briefly in his or her defense. If the offending individual denies the charges, the Secretary can read back what he or she has said or done.

VIII. Ex Officio Representatives

The Commission Rules, Article 2, Section 3 defines the ex officio representative as “non-voting representatives who are members of interested organizations. Military-oriented, military family, education-oriented, and parent and teacher organizations are welcome to petition the Commission for inclusion as an ex-officio member.”

- Ex officio representatives may participate in debate and discussion if recognized by the Chair, after Member comments have been concluded.
- Non-voting representatives, may not move, second, or vote on any motion.
I. Authority

The Executive Committee is vested with the power to act on behalf of the Interstate Commission during periods when the Commission is not in session. The Executive Committee oversees the day to day activities managed by the Executive Director.

II. Applicability

This policy applies to signatory states to the Interstate Compact on Educational Opportunity for Military Children and Commissioners or Designees appointed to represent those states to the National Commission.

III. Introduction

The Interstate Commission on Educational Opportunity for Military Children ("MIC3") is comprised of one Commissioner from each of the 50 states and Washington, D.C. As a joint government entity created by the enactment of the Compact by the member states, the Commission affords great deference to its member states in selecting Commissioners to represent them. The diverse personal, educational, and professional backgrounds of Commissioners are one of the Commission's greatest assets. However, this diversity means that some Commissioners may have personal pecuniary interests which are affected by the outcomes of management and other decisions which must be made concerning the administration of the Compact Commission at times. The Commission's Policy on Conflict of Interest was implemented to ensure transparency, accountability, and integrity in the Commission's decision-making process.

IV. Commissioner Conflict of Interest

The Commissioner Conflict of Interest adopted as a policy of the Commission provides as follows:

Conflict of Interest. Commissioners and their Designees appointed by the states are responsible for upholding the integrity of the Commission and its member states.

No Commissioner or Designee shall vote or participate in debate upon a matter in which the Commissioner or Designee has a direct or indirect financial or other personal interest resulting in a personal benefit that conflicts with the fair and impartial conduct of official duties.

Approved April 17, 2019
The Executive Committee shall have the sole authority to consider allegations of breaches of this code, including appeals from Commissioners or Designees alleged to be in violation herewith. In the case of a breach, the Executive Committee may direct the Chair to notify the appropriate appointing authority in the Commissioner’s or Designee’s home state.

Definition

A Conflict of Interest is a set of circumstances that creates a risk that professional judgement or actions regarding a primary interest will be unduly influenced by a secondary personal interest economic or otherwise.

V. Conflict of Interest Form (Disclosure Form)

1. All Commissioners and Designees are required to complete a Conflict of Interest Form (Disclosure Form). The form requires recusal from participating in debate or voting on a matter in which there are personal interests, financial or otherwise, that may impact the ability of a Commissioner or Designee to conduct business in a “fair and impartial” manner.

2. Completed Commission Disclosure Forms must be submitted to the Executive Director by January 31st of each year, regardless of whether there have been any changes in status from the previous year. If a Commissioner or Designee is appointed after January 31st, a completed Disclosure Form must be submitted prior to participation in a Commission meeting. For the first year of implementation of this Policy, all Commissioners and Designees must complete a disclosure form prior to the 2018 Annual Business Meeting.

3. Completed Disclosure Forms will be made available to the public upon request.

4. Disclosure Forms must be updated annually by Commissioners and their Designees. If a Commissioner or Designee does not have any changes to their Disclosure Form, the previous year’s form can be resubmitted.

VI. Commissioner and Designee Recusal

Prior to the discussion of an issue in which a Commissioner or Designee believes a conflict of interest may exist, the Commissioner or Designee must advise the Chair at, or prior to the meeting that they are recusing themselves from participating in the caucus and voting. Once recused, the Commissioner or Designee will not be able to participate in the debate or the vote concerning the matter which led to the recusal.

VII. Concerns over Conflict of Interest

Concerns over conflicts of interest should be brought to the attention of the Chair of the Commission for consideration by the Executive Committee. The Executive Committee will determine if any of the provisions of the Commission’s Policy on Conflicts of Interest have been violated and decide the appropriate action, if any, including that provided in Section VIII.

Approved April 17, 2019
I. Authority

The objective of this policy is to establish a proactive process for resolving non-compliance prior to a referral to the Compliance Committee. This policy is intended to promote resolution of such issues through positive interaction and seek to invoke punitive sanctions in the most serious cases and/or only as a measure of last resort. While this policy is intended to assist member states with non-compliance problems by promoting positive working relationships and solutions, it is recognized that this may not be applicable in all cases. It is not intended to circumvent the powers and duties of the Commission to enforce the provisions of the Compact as specified by statute or rules.

II. Applicability

This policy applies to the National Office and all member states.

III. Policy

When a non-compliance matter or complaint comes to the attention of the National Office, the National Office will respond by taking the action identified below, continuing through the process until the issue is considered resolved.

Level One: The Executive Director makes contact with the involved Commissioner(s) or other state point of contact and attempts to resolve the matter. If the matter can't be resolved it is advanced to Level Two for additional action.

Level Two: At Level Two the Executive Director continues to work to identify an acceptable solution by consulting with the appropriate standing committees, i.e. rules, training etc.

Level Three: At Level Three the Executive Director has exhausted attempts to resolve the compliance problem using the methods identified in the first two levels. The Executive Director elevates the matter to the Chair of the Compliance Committee.

Level Four: At Level Four the Chair of the Compliance Committee has exhausted attempts to resolve the matter using the methods identified in the first three levels. The Compliance Chair prepares a report to the Executive Committee for further action, including but not limited to commencing litigation in federal court.

Approved April 17, 2019
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 Design info and archive collection system for historical continuity and transparency for the national office
Compliance
- In collaboration with the EXCOM approved a new Records Retention Policy to insure industry standards are met.
- Developed State Coordination Policy to insure State Councils meet at least annually and supported the policy with webinar training and templates to assist with implementation.

Goal Conduct a needs assessment by state
Compliance
- 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 FY2018

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

Goal Assess each State Council for regulatory compliance
Compliance
- Commission approved the Rule 2.106 State Councils at the 2018 Annual Business Meeting (ABM)

Goal Develop key measures of effectiveness for Commissioners and councils
Compliance
- Produced Commissioner Checklist to assist Commissioner and State Councils

Goal Assess and update the ABM to reflect strategic visioning. Develop a tiered training focus.
Executive
- The Commission’s Executive Director briefs newly appointed Commissioners using the Compact 101 slides within 30 days of the National Office receiving their appointment letter
- At the 2016 ABM a Commissioner & Ex-officio Only session was implemented and continuous to be utilized at the ABM
- Breakout Sessions at the ABM are designed to train attendees and encourage interaction between all parties
- Strategic Plan updates are provided through the ED Update and the Chair Message publications

Strategy 4: Increase and improve communication resources

Goal Refresh and rebrand MIC3 resources – logo, newsletter, and publications.
Communications & Outreach
- Redesigned logo launched at 2016 ABM
- Rebranding including new marketing collaterals, digital newsletter, and ED Update completed in 2017

Goal Completely revamp the website by updating and making it more user friendly to serve as a resource for both internal and external users.
Communications & Outreach
- New MIC3.net site completed in 2017
- New content, webinars, videos, meeting minutes, continually updated

Goal Develop MIC3 annual report and state profiles to provide accountability and transparency
Communications & Outreach
- First Annual Report published September 2016
- State profiles are updated periodically and posted to the MIC3 site

Goal Update MIC3 Video – Professional production
Training, Communications & Outreach
- Three public service announcement videos were produced, one PSA was developed in partnership with DoD and two were developed by MIC3
- MIC3 developed a Compact overview video for training

Goal Develop social media strategy (e.g. Facebook)
Communication & Outreach
- National Office added a staff position for a Communications Associate to support goal
- Communications Associate briefs at the EXCOMs Spring Retreat and at the ABM regarding social media and website analytics

Strategy 5: Establish a sustainable culture that supports members and ensures organizational continuity

Goal Support a culture of leadership and mentoring for all Commissioners
Executive
- The Chair contacts Commission members throughout the year to engage and support
- The Executive Director onboards newly appointed Commissioners
- The National Office staff attend, in-person and virtually, state council meetings to support Commissioners
- New Commissioner luncheon and reception is held annually at the ABM

Goal Ensure sustainability to: identify external impacts on the MIC3 mission and fiscal outlook (e.g. ESAA, BRAC)
Finance
- In contact with DoD to track administration’s priorities and budget to identify population trends
- Request annual report concerning the number of military dependents
- At the 2018 ABM a dues increase of 15% was approved by the Commission and implemented as of FY2020

Goal Identify opportunities to increase support and sponsorship of MIC3 (e.g. vendors, supporters, affiliates, associations and states).
Finance
- In 2017 the Finance Committee invested a portion of the reserve fund which it continues to monitor
- The Committee tracks potential partners with the capacity to support the MIC3 mission
STRATEGIC PLAN 2020-2022

1776 Avenue of the States
Lexington, KY 40511

859-244-8000
mic3info@csg.org
www.mic3.net
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.
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 FY2018.

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 attendees 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.

- 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 tracked potential partners with the capacity to support the MIC3 mission.
COMMUNICATION AND OUTREACH COMMITTEE REPORT

Annual Business Meeting
Colorado Springs, CO
October 23-24, 2019

To: Commissioners, Designees and Ex-Officio Members

From: Brian Henry, Chair

In its second year the Communications and Outreach Committee contributed to several Commission initiatives. The committee members began FY19 focused on disseminating information through professional organizations and into areas that are minimally impacted by the military. The Committee is developing a definition for MIC3 partners that will assist the Commission in recognizing organizations and groups that can assist with the mission of the Compact.

During FY2019 the Committee, once again, reviewed and edited materials designed by the National Office for the Month of the Military Child (MOTMC). The resources were pushed out through the Commission’s social media sites, newsletters, ED Report, and Chair Message making April 2019 MOTMC one of the Commission’s biggest communication and outreach efforts to date.

In response to feedback from Commission training sessions the Communications and Outreach Committee, in collaboration with the Training Committee, designed MIC3 bookmarks for use at training events. The creation of five bookmarks highlighting the provisions of the Compact has been well received and will be available in FY20 for download on the Commission’s website.

The Committee is presently developing an overarching Communication Plan in conjunction with the Commission’s 2019-2022 Strategic Plan and focused on communicating the mission of the Compact.