



MILITARY INTERSTATE
CHILDREN'S COMPACT
COMMISSION



2025 ANNUAL REPORT

S U C C E S S F U L E D U C A T I O N A L T R A N S I T I O N S

FACTS AND FIGURES

ACTIVE DUTY AND GUARD AND RESERVE
SERVICE MEMBERS—WORLDWIDE

2,536,910

ACTIVE DUTY MEMBERS
1,334,167

GUARD AND RESERVE
1,202,743

ACTIVE DUTY AND GUARD AND RESERVE
SPOUSES—WORLDWIDE

966,357

ACTIVE DUTY MEMBERS
491,502

GUARD AND RESERVE
474,855

AS OF DEC. 2024, THERE ARE

2,484,773

DEPENDENT CHILDREN (0–18)
OF THE U.S. MILITARY WORLDWIDE

1,134,294

OR 46% —

ARE SCHOOL AGE (5–18)



ACTIVE DUTY

W O R L D W I D E

1,341,288 TOTAL DEPENDENT
CHILDREN (0–18)

— **575,387** (43%) —

ARE SCHOOL-AGE CHILDREN (5–18)

611,834 (46%) ARE UNDER AGE 11

NATIONAL GUARD & RESERVE

W O R L D W I D E

1,143,485 TOTAL DEPENDENT
CHILDREN (0–18)

— **558,907** (49%) —

ARE SCHOOL-AGE CHILDREN (5–18)

412,270 (36%) ARE UNDER AGE 11



LETTER FROM THE CHAIR

Dear Members, Partners, and Champions of MIC3,

A Japanese writer, Ryunosuke Satoro said it best, *"Individually, we are one drop. Together, we are an ocean."*

As we conclude the final year of our third Strategic Plan (2023–2025), I am both proud of how far we have come and excited for the journey ahead. This past year has been pivotal – defined by progress, steadfast resilience, and the power of collaboration in advancing our shared mission: supporting successful education transitions for uniform-connected students.

Reflecting on our accomplishments, I am especially proud that we achieved **100% of our strategic goals** – a clear sign of our commitment and collective focus. Through expanded outreach, training, and resources, we strengthened awareness among schools, parents, and communities. We also deepened collaboration at every level, from nationally with our ex-officio partners, and locally through state councils and community engagement, to building a stronger foundation for the Commission's future.

None of this would be possible without the extraordinary dedication of our staff, commissioners, state council members, and supporters. Your commitment and passion for this mission have made every success possible.

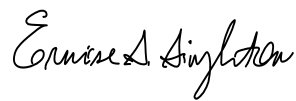
As we turn toward our fourth Strategic Plan, our priorities will guide us to:

- 1. Deepen Our Impact** - Expand successful initiatives to reach even more students, families, and schools.
- 2. Sustain Our Growth** - Strengthen financial and operational systems to ensure long-term stability.
- 3. Foster Innovation and Resilience** - Anticipate challenges and adapt our strategies to remain effective and responsive.

It has truly been an honor to serve as the 8th Commission Chair. As we look to the future, remember the truth behind Satoro's words: while we are each a single drop, together we form an ocean of possibility. The foundation we've built is just the beginning, and through each of us, I am confident that we will collectively continue to create waves of change that will benefit countless students and families.

Thank you for your continued dedication and partnership.

With gratitude,



Dr. Ernise Singleton

Commission Chair and Louisiana Commissioner



LEADERSHIP



CHAIR
Ernise Singleton (LA)



VICE CHAIR
Daron Korte (MN)



TREASURER
Gregory Lynch (WA)



PAST CHAIR
Laura Anastasio (CT)

MIC3 GUIDING PRINCIPLES

MISSION

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

VISION

Successful Educational Transitions

VALUES

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

SHARED COMMITMENTS

- 1 Advance the organization to serve children (set aside adult issues).
- 2 Openness and transparency in all we do.
- 3 Collaboration based on trust.
- 4 The inclusion of diverse perspectives of all members (50+1).
- 5 Continual professional growth of the organization and the individuals and commissioners.
- 6 Make decisions using data, expertise and experience consistent with the strategic plan.
- 7 Our actions always reflect our vision, mission and values.
- 8 Regularly assess our performance and progress.

STRATEGIC PLAN 2023–2025

STRATEGY 1

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.

GOAL | *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.

STRATEGY 2

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

GOAL | *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.

STRATEGY 3

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

GOAL | *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.

GENERAL COUNSEL REPORT

EMBRY, MERRITT, WOMACK, AND NANCE PLLC



Darren Embry



Samantha Nance

General Counsel is retained to provide guidance for the Commission and its Committees with respect to legal issues, related to their duties and responsibilities under MIC3 terms, and its by-laws and rules. Actively participating in both dispute resolution and litigation matters related to enforcement of the Compact provisions and rules, Counsel also advises the Commission on issues pertaining to investigation, compliance, and enforcement responsibilities.

During this period, General Counsel:

- Provided two legal advisories, including:
 - 01-2025 Ex-Officio Conflict of Interest on the Finance Committee
 - 02-2025 Flexibility and Waiver of Graduation Requirements
- Advised on legal matters involving policies of the Commission, including procedural and substantive updates to the Conflict of Interest, Code of Conduct, and Compliance Fee Assessment policies.
- Advised on legal matters and assisted in drafting a proposed Rule regarding the dues formula
- Drafted compliance communications as well as follow-up analysis and support to multiple member states' appointing authorities. Such communications included requests to fill vacancies of Commissioner roles and state councils, requesting timely state council meetings per statute, and complete reporting requirements.
- Advised on general legal matters regarding state statutes; records requests, and one LEA compliance case.

COMMITTEE REPORTS

EXECUTIVE COMMITTEE

2024 | July 18 | Aug 15 | Aug 29 | Sept 19 | Sept 27 | Nov 21 | Dec 18-19

2025 | Jan 16 | Feb 20 | Mar 20 | Apr 22-24 | May 15 | June 26



COMMISSION CHAIR

Ernise Singleton | Louisiana

Responsible for guiding and overseeing the administration of all Commission activities and for acting on behalf of the Commission, as permitted by the Compact, during the

interim between Commission meetings. Seeks, under the Commission's shared values and commitments, to attain the mission and vision of successful education transitions.

Over the past year, the MIC3 Executive Committee (EXCOM) carried forward its work under the third phase of the third strategic plan, guiding operations, compliance, policy development, and the Commission's overall direction. They kept a steady focus on strengthening national consistency, deepening compliance among member states, modernizing operations, and enhancing stakeholder communication.

In October 2024, the Commission convened for the Annual Business Meeting (ABM), where they approved the Fiscal Year 2025 budget, ratified updates to the Commission's Rules and bylaws, and reviewed Year 2 accomplishments, from commissioner training to national office initiatives. With the Strategic Plan's progress in view, they adopted a slate of priorities for 2025. Planning was already underway at that point, with work beginning on commissioner appointments, communications efforts, and preparations for the coming Spring Retreat.

By April 2025, at the Spring Retreat, the EXCOM entered the second phase of developing the next, and fourth, Strategic Plan – drawing on feedback from the ABM small groups representing member states and ex-officio advisory organizations. Conversations during the retreat ranged from professional development and collaboration across states and ex-officio members, to lingering disparities in state implementation, member engagement, policy compliance challenges, and ways to enhance conflict resolution and communications.

Throughout the year, compliance oversight remained central. The EXCOM kept close tabs on state adherence to Compact obligations – issuing formal notices when recurring noncompliance was identified in Indiana, New



COMMITTEE REPORTS (CONTINUED)

Jersey, and Mississippi – and prompting corrective action. They also adopted updates to the Code of Conduct and the Conflict of Interest policies and approved a new Compliance Fee Assessment policy proposed by the Compliance and Finance Committees to bring greater transparency and organizational accountability.

Communication and modernization efforts intensified next. Upon recommendation by the Communications and Outreach Committee, the EXCOM approved a series of public service announcement videos and advanced a unified communications strategy to support military-connected families and schools during transitions. They posted a revised dues-formula rule for public comment in advance of the upcoming ABM, and after evaluating several Customer Relationship Management (CRM) platforms, ultimately selected Zoho CRM to enhance the MIC3 stakeholder engagement and recordkeeping.

Staffing this year was critical as well. The Committee approved a new Deputy Director role and actively recruited for a Communications Associate to complete the national office team. They also directed detailed planning for the 2025 ABM, reviewing topics and panels, selecting speakers, mapping breakout sessions, and coordinating logistics. In August, news broke of the current Executive Director's imminent departure. Proactively, the Executive Committee appointed an Interim Executive Director to maintain leadership continuity. At the same time, they aligned with the Council of State Governments (CSG) to manage recruitment for the next Director, targeting selection immediately following the 2025 ABM.

Throughout this year, the Committee's steady leadership fostered compliance, updated policy tools, modernized outreach and technology, and managed governance transition with care. These actions have prepared MIC3 to step into the next chapter of its strategic plan with momentum, ensuring it remains mission-focused, responsive, and dedicated to the educational success of uniform-connected students across the nation and around the globe.

COMMUNICATIONS & OUTREACH

2024 | July 20 | Sept 11

2025 | Jan 8 | Mar 12 | May 14 | July 9 | Sept 10



COMMITTEE CHAIR

Chad Delbridge | Wyoming

Responsible for developing materials to improve and expand the outreach of the Commission and targeting opportunities to communicate our message to a wider audience.

Over the past year, the Committee focused on making sure MIC3's message is clear, consistent, and easy to share. From updating digital content to refreshing outreach tools and resources, the Committee worked to better support states, schools, and families in understanding the Compact and how it helps military-connected students.

The Committee kicked off in January and reviewed communication goals and laid out a plan for the year. The discussion focused on creating more helpful outreach materials, improving how the Commission presents itself online, and supporting state councils in getting the word out. Members also discussed ways to keep messaging aligned and emphasized the importance of equipping Commissioners with the tools they need to promote the Compact locally. Shortly after the meeting, the national office released a Communications & Outreach Memorandum outlining key priorities – like updating public service announcements (PSAs), preparing social media content, and improving promotional toolkits.

In March, the Committee continued building momentum. They approved the FY2024 Annual Report, which featured a new layout, full committee reports, and highlights from the past year. They also approved an application for ex-officio membership from the Education Commission of the States, which moved on to the Executive Committee for review and approval. Members received updates on the

COMMITTEE REPORTS (CONTINUED)

Commission's website review, which included ensuring all state-related information was accurate and accessible. Other topics included ongoing outreach around the Month of the Military Child, the Purple Up! campaign, and toolkit release for April, and paused efforts to pursue federal resolutions due to changes at the national level. Still, members expressed excitement about continuing these efforts in 2025.

Although the May meeting did not attain quorum, members present received progress updates and reviewed the *Month of the Military Child/Purple Up!* video to showcase state activities and support for military kids and teens. Work continued behind the scenes on the PSA video drafts, outreach content, and developing additional state-level support materials. The Committee discussed possible new partnership opportunities to help expand the Commission's visibility.

In July, the Committee reviewed three updated PSA videos, adding to the three previous segments developed in 2018. Members agreed the videos would be valuable outreach tools and voted to approve them for use on the MIC3 website and social media channels. The videos were forwarded to the Executive Committee for final review and approval. The Committee also reviewed annual social media analytics and a year-end report from the national office detailing all trainings, conferences, and events held or attended across the year. Overall, engagement activity spiked around the Annual Business Meeting and the Month of the Military Child - showing strong engagement during key times of the year.

In September, the Committee analyzed end-of-year report data on state marketing and promotional activities around the compact, which will assist the Committee in identifying opportunities to engage and assess current programming and resources under the next strategic plan.

Throughout FY2025, the Committee focused on strengthening communication online, in-person, and through partnerships. With refreshed PSAs, better data on engagement, and a clear direction for the year ahead, the Communications & Outreach Committee is well-positioned to keep building awareness and helping MIC3 stay visible, consistent, and mission-focused.

COMPLIANCE COMMITTEE

2024 | July 9 | Sept 10

2025 | Jan 14 | Mar 11 | May 13



COMMITTEE CHAIR

Steven Bullard | Kentucky

Responsible for monitoring the compliance by member states with the terms of the compact and the Commission's rules, and for developing appropriate enforcement procedures for the Commission's consideration.

In fiscal year (FY) 2025, the Compliance Committee advanced its mission of supporting member states' implementation of the Compact by clarifying compliance requirements, streamlining reporting processes, and ensuring accountability—while keeping the focus on successful educational transitions for uniform-connected children.

Committee members worked diligently this year to clarify and revise compliance documents, infographics, and resources while maintaining timely reminders to the full Commission. These efforts were to support member states and help Commissioners achieve their objectives effectively.

The Committee conducted a comprehensive review of the Commission's governing documents, Compact statute, Rules, and by-laws to outline annual reporting expectations clearly. In alignment with these efforts, the Committee updated the End-of-Year (EOY) Report form to improve data collection beginning in FY2025 and briefed the revisions at the 2024 Annual Business Meeting (ABM).

To strengthen Commissioner engagement, the Committee updated and distributed its annual *Expectations for Commissioner Participation and Engagement at the ABM and Standing Committee Meetings* memorandum. Newly appointed Commissioners found the resource particularly valuable in preparing for the ABM. In January and May 2025, the Committee also released the *Memorandum Regarding Annual Reporting Deadlines* to remind states of reporting deadlines.

The Committee refined the *State Compliance and Coordination* infographic and reviewed the *Good, Better, Best Practices* document to ensure neutral and objective language.

Additionally, in partnership with General Counsel, the Committee approved amendments to the *Code of*

COMMITTEE REPORTS (CONTINUED)

Conduct (CoC) and *Conflict of Interest* (Col) policies to eliminate subjective language and provide clearer standards of conduct. It amended the reporting deadline for CoC and Col submissions, aligning them with other EOY requirements beginning in FY2026.

A key priority under the 2023–2025 Strategic Plan for the Compliance Committee was addressing chronic noncompliance. In collaboration with the Finance and Executive Committees, the Compliance Committee developed a compliance fee policy modeled after the Interstate Compact for Adult Offender Supervision compliance policy. The Committee advocated for a flat-fee structure to ensure fairness across states, noting that percentage-based fee structures placed a greater burden on the higher-impacted states. The proposed *1-2025 Compliance Fee Assessment* policy was referred to the Finance and Executive Committee for consideration.

Finally, the Committee approved the *Race to the Finish* infographic, a new tool designed to promote accountability and foster friendly competition among Tier Groups while tracking overall reporting compliance.

The Compliance Committee remains committed to supporting member states by refining processes, aligning requirements, and enhancing resources so Commissioners can focus their efforts on the Compact's core mission: easing the educational transitions of uniform-connected children across state lines.

FINANCE COMMITTEE

2024 | Nov 20 | Jan 22 | March 26 | May 28

2025 | July 23 | Aug 27 | Sept 27 | Nov 19



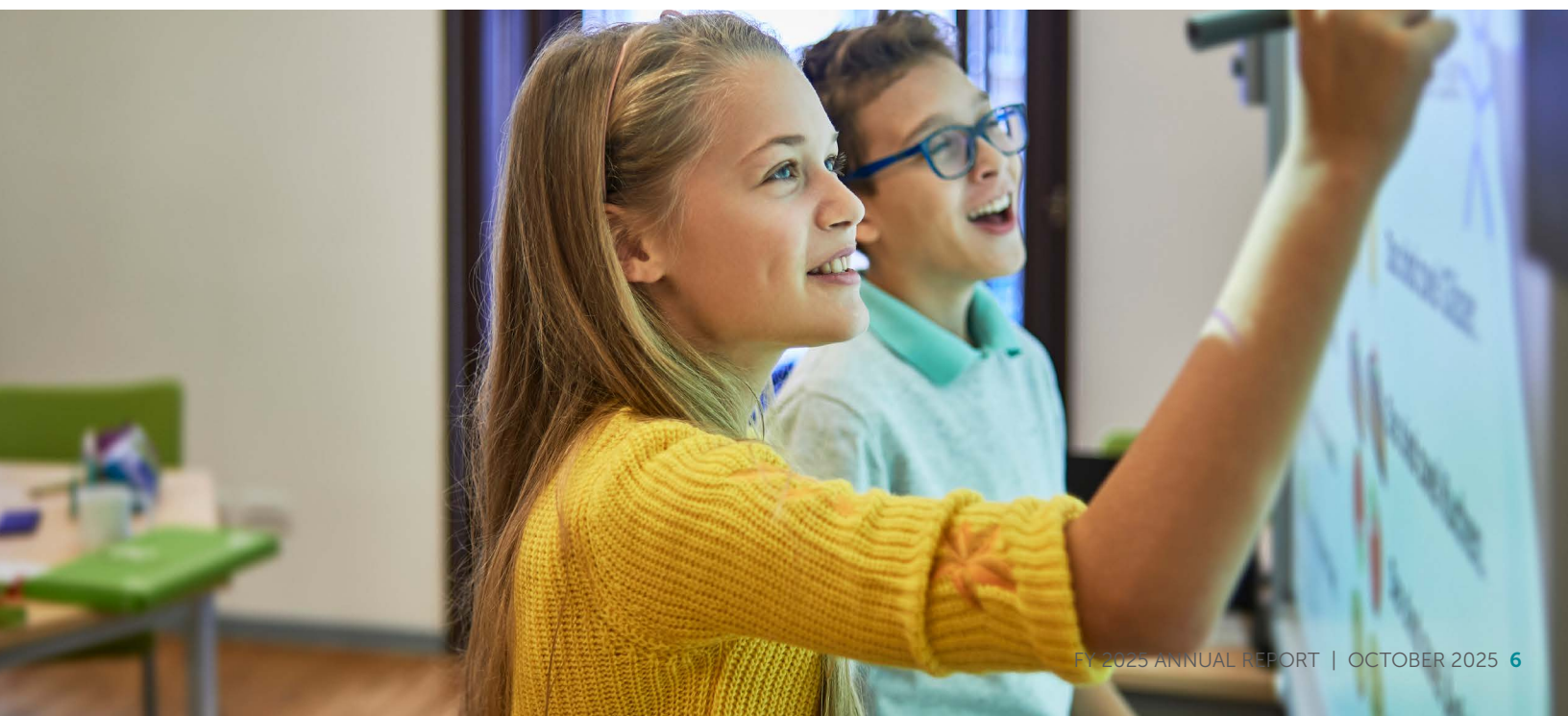
TREASURER

Gregory Lynch | Washington

Maintain the integrity of the Compact through accountability, consistency, and best practices. Ensure our revenue and resources support our initiatives; ensure the organization has the tools needed to support the Commission. Continue transparent reporting of the Commission budget and develop opportunities for stakeholders to understand the fiscal operations of the Commission.

Over the past year, the Finance Committee has focused on keeping MIC3 financially stable, transparent, and prepared for the future. The Committee worked on major projects like adjusting member dues, updating budgeting tools, improving compliance support, and upgrading internal systems, while supporting the goals in the strategic plan.

At the Fall 2024 Annual Business Meeting (ABM), the Treasurer and Finance Chair introduced the Commission on long-term budget needs and the Committee's work over the previous year to develop a plan to update the dues formula – only the second increase in nearly 2 decades. He reported on the Committee's discussion on financial trends and agreement that more tools were needed to help explain the proposed dues increase. In January 2025, the national office released the Proposed



COMMITTEE REPORTS (CONTINUED)

Dues Increase Toolkit, which included data, templates, and talking points to help Commissioners communicate with their states and payment authorities on the purpose and “why” behind the proposal.

In February, the Committee received legal guidance from General Counsel on how ex-officio, non-voting members can participate in Finance Committee discussions - a concern raised by the Tennessee Commissioner, a member of the Committee. The legal advisory helped clarify any confusion about ex-officio member roles and made sure the Committee was following good governance practices.

By March, the Committee reviewed feedback on the dues proposal and legal memorandum and decided to delay the final vote on dues until May to allow more time for review. At the May meeting, the Committee officially approved the FY2027 dues increase, using updated data from the Defense Enrollment Eligibility Reporting System provided by the U.S. Department of Defense. Members also reviewed the FY2027 budget forecast, including possible changes in the agreement with the Council of State Governments, which provides administrative support to the MIC3. While no decisions were made at the time, the Committee agreed it should keep an eye on this and explore other options if needed in the future.

In July 2025, the Committee approved both the proposed FY2027 dues and budget forecast. The group reviewed the draft presentation for the upcoming ABM and agreed that it should begin with the Commission’s mission to help explain the “why” behind the increase. Instead of hosting a webinar, members decided to post the presentation on the Commissioner portal so states could easily access and share it with stakeholders as needed.

In addition, the Committee approved the purchase Zoho CRM, a new Customer Relationship Management system that had been tested by national office staff earlier in the year. This new tool will help the national office better manage contact information, track compliance, inquiries and requests, as well as improve communication with stakeholders. This initiative was the last action item of the Committee under year three of the Strategic Plan.

Looking ahead, the Finance Committee will continue focusing on strong financial planning, open communication, and staying aligned with MIC3’s mission. With a new dues structure, updated tools, and a more modern system in place, the Committee is in a solid position to support the work of the Commission and help serve military-connected students across the country.

RULES COMMITTEE

2024 | Aug 13

2025 | Mar 18 | June 17



COMMITTEE CHAIR

Mary Gable | Maryland

Responsible for administering the commission’s rulemaking procedures, and for developing proposed rules for the commission’s consideration as appropriate.

This year, the Rules Committee continued its legacy of hard work, thoughtful deliberation, and unwavering commitment to ensuring the Compact Rules effectively address the needs of local education agencies and uniform-connected families.

In December 2024 and February 2025, the Committee issued the *Rules Submission Deadline Memorandum* to all member states. This communication served as a timely reminder of the Rules Promulgation Process and submission deadline, ensuring states had adequate opportunity to prepare proposals for consideration ahead of the February 28 deadline.

During every Committee meeting, the Members review the *Case and Inquiry Report*. During the review, the Committee evaluates whether existing Rules require strengthening through amendment or whether a new Rule should be developed to address persistent challenges within the states. This year, the Committee reviewed one Rule amendment that was tabled from fiscal year (FY) 2024 and an amendment submitted by the Finance Committee.

Proposed Rule Amendments

• SEC. 5.104 Placement Flexibility

- In FY2024, the State of Nevada submitted a proposed amendment to address misalignment between secondary school semesters, which had resulted in lost (Carnegie unit) seat time and the potential loss of course credit for an entire semester.
- The Committee solicited feedback on the proposed amendment from the Tier Groups, General Counsel, and the full Commission. Based on the feedback received, the Committee requested General Counsel to prepare Legal Advisory 1-2024 *Scope of SEC. 5.104 Placement Flexibility* to determine whether formal legal guidance could address the issue without amending the Rule. After thorough review and deliberation, the Committee voted to table the proposed amendment for a second straight year, setting it aside.



COMMITTEE REPORTS (CONTINUED)

• SEC. 2.103 Dues Formula

- The Committee also considered an amendment to *SEC. 2.103 Dues Formula* reflecting the Finance Committee's recommendation for a dues increase. The proposal would increase the current dues formula from \$1.15 per military dependent to \$1.78 beginning in FY2027, with a 4% annual increase thereafter.
- On July 21, 2025, the Committee voted to pass the amendment out of Committee for review by the Executive Committee and consideration by the full Commission at the 2025 Annual Business Meeting.

In fulfillment of its final responsibilities under the 2023-2025 Strategic Plan, the Committee conducted a comprehensive review of the *Cumulative Case and Inquiry Report (2020-2024)*. This five-year analysis provided valuable insights into the nature of Compact-related cases and the Rules most frequently applied in their resolution. Tier Groups also reviewed the report and submitted feedback to the Committee, highlighting potential trends or patterns that could warrant future amendments or the development of new Rules. The Committee's robust review determined that no immediate changes are necessary; however, it will continue to periodically examine long-term data to proactively address emerging issues and support the needs of member states.

The Rules Committee remains committed to a process-driven, data-informed approach to its work. The Committee actively explores the use of Compact Rules, legal advisories, and guidance documents to promote understanding of the Compact statute and to ensure its

consistent, effective implementation. The Committee looks forward to building upon this year's accomplishments and continuing its work in the year ahead.

TRAINING COMMITTEE

2024 | Aug 27 | Sept 24

2025 | Feb 25 | June 24



COMMITTEE CHAIR

Kathleen Murphy | New Hampshire

Responsible for developing educational resources and training materials for use in the member states to help ensure awareness of, and compliance with, the terms of the compact and the Commission's rules.

The Training Committee advanced several key initiatives in fiscal year (FY) 2025, building upon its mission to provide high-quality education, training, and resources to Commissioners, ex-officio members, and stakeholders.

The Committee finalized the New Commissioner and Ex-officio Representative Course. This course, designed to complement the New Commissioner Mentoring Program, reflects the Committee's commitment to onboarding and supporting newly appointed Commissioners and ex-officio Representatives. Members explored enhancements to the mentoring initiative, including structured introductions at the Annual Business Meeting (ABM).

The Committee continued to review the analytics from MIC3Training.net, which showed steady growth in registrations—particularly among school district personnel.

COMMITTEE REPORTS (CONTINUED)

Members highlighted the integration of Compact training into states' Purple Star School Award programs as a successful engagement tool and emphasized the need to expand outreach to parents and military families.

In collaboration with the Communications & Outreach Committee, the Training Committee advanced the use of the State Spotlight and Compact Stories: Student Voices video series as training resources. Members recommended including the videos in the Compact 101 Training sessions and developing a cohort course on MIC3Training.net to expand accessibility.

Training Committee member, Commissioner Jennifer Davis (DE), presented an innovative initiative integrating the online Compact 101 Training course into Wilmington University's School Counseling Program, reaching future counselors before they enter school districts. Commissioner Davis explained that plans were underway to expand the program to include recertification requirements and a live component in the 2025-2026 school year.

The Committee streamlined existing resources by consolidating the Parent, School, Commissioner, and State Council toolkits into a single, comprehensive *Resources Toolkit*, supported by a flyer and promotional materials. The redesign improved accessibility, aligned with Commission branding, and was approved by members for immediate advancement.

Finally, the national office continued to facilitate monthly Compact 101 Training sessions and, for the first time, introduced two Compact 201 Training sessions in June 2025, expanding professional development opportunities for members and stakeholders.

Together, these initiatives underscore the Committee's commitment to training excellence, resource development, and stakeholder engagement, ensuring commissioners and partners are well-equipped to advance the mission of the Compact.

LEADERSHIP NOMINATION COMMITTEE

2024 | Mar 17 | May 19

2025 | July 21 | Aug 18 | Nov 17



COMMITTEE CHAIR

Laura Anastasio | Connecticut

Throughout fiscal year (FY) 2025, the Leadership Nomination Committee focused on ensuring a smooth and transparent leadership transition for the Commission. The Committee

emphasized fairness, inclusivity, and clarity in the nomination process, aiming to identify qualified, engaged, and mission-ready candidates for officer roles.

The Committee began its work in November 2024, reviewing Strategic Plan goals, the upcoming election timeline, and feedback gathered from the post-Annual Business Meeting (ABM) survey. Members discussed concerns regarding the misperception that committee chair appointments were based on favoritism. The Committee clarified that the Compact's by-laws designate the Commission Chair as the appointing authority for committee chairs. They also confirmed the current process of surveying Commissioners on their committee preferences and openness to take on other duties beyond their commissioner role was effective and fair. They also agreed that not allowing nominations from the floor contributed to a more orderly process. Additionally, they affirmed that providing candidate application materials and background information ahead of the vote helped ensure Commissioners could make informed decisions.

At their March 2025 meeting, the Committee reviewed the application filing protocols. With officer terms ending in 2025, the Committee reviewed the roles of Chair, Vice Chair, and Treasurer and set a nomination timeline to encourage broad participation. Members emphasized the importance of outreach, especially to newer Commissioners and those from underrepresented states, and discussed the value of leadership readiness and engagement over tenure alone.

Although the Committee did not meet quorum in May, members reviewed a new leadership skills assessment tool intended to be added to the 2026 self-nomination process. In addition, they finalized the application materials, guidance documents, and official memorandum announcing the open filing period. The Committee memorandum was released in June, with an early July deadline.

At the July meeting, the national office staff informed members one application for each of the three open

COMMITTEE REPORTS (CONTINUED)

leadership positions was received. After reviewing the submissions and supporting documentation, members voted to approve the full slate of candidates for presentation at the 2025 ABM. They also approved the updated Election Guide which was scheduled for release just prior to the ABM.

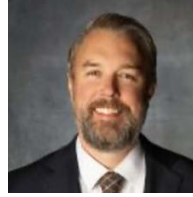
During closing discussion, members shared ideas on how to better prepare and support future leaders. Suggestions included adding vice chair roles to standing committees to help develop leadership experience and encouraging newer Commissioners to participate early and often. While tenure can be helpful, members agreed that commitment, engagement, and readiness are the most important indicators of leadership potential. The Committee affirmed the value of continued mentorship, open communication, and clear pathways for growth.

Over the past year, the Committee's efforts have strengthened the Commission's leadership pipeline and laid the groundwork for future success. By maintaining a fair and structured nomination process and encouraging broader participation, the Leadership Nomination Committee continues to help shape a strong foundation for MIC3's governance and long-term sustainability.

EX-OFFICIO REPORT

2024 | July 11

2025 | Feb 6 | May 20



COMMISSION VICE CHAIR

Daron Korte | Minnesota

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. – Article IX of the model compact language and Article II, Section 3 of the Commission Bylaws.

Throughout 2025, the Military Interstate Children's Compact Commission (MIC3) has continued to benefit from the enduring commitment and collaboration of its valued partner organizations. These partnerships have helped expand the Commission's outreach, education, and awareness efforts in support of military-connected students and their families. The following highlights key contributions made by national partners over the past year.

In its second year as an ex-officio organization to the Commission, Blue Star Families (BSF) continued to provide legislative updates that inform MIC3's policy awareness



COMMITTEE REPORTS (CONTINUED)

and strategic planning. Representative Brooke Blaaid continued to keep the Commission abreast of developments from Capitol Hill and report on the progress of BSF's Military Family Lifestyle Survey. Although the 2025 survey did not include questions specific to the Compact, Ms. Blaaid's ongoing engagement ensures that the 2026 survey will address the Compact. This crucial data will allow MIC3 to gather meaningful feedback from military families and guide future strategic planning.

Since the Compact's inception, the Department of Defense (DoD) has played a pivotal role in its success. In 2025, Dianna Ganote, the DoD's representative to the Commission, continued to drive engagement through education and policy collaboration. Ms. Ganote actively contributed as a member of the Executive Committee, ensuring leadership was informed on legislative issues affecting military families. She provided vital briefings on topics including the Defense-State Liaison Office initiatives, the National Defense Authorization Act, the Assuring Navigation of Compact Help for Ongoing Relocation (ANCHOR) project, and the Penn State SPEAK Military Children Project. These briefings have enriched the Commission's strategic insight, enabling better-informed decisions that support educational continuity for military-connected students.

Through the leadership of Representative Kyle Wood, the Military Child Education Coalition (MCEC) has been instrumental in advancing training and educational outreach on behalf of the Commission. In 2025, MCEC provided platforms for MIC3 to inform school districts and families about Compact protections, partnered on the creation of digital media, including podcasts and written articles, and included Compact-related content during its flagship Global Training Summit. These efforts have amplified the Commission's visibility across education sectors and strengthened stakeholder understanding of the Compact's significance.

The Military Impacted Schools Association (MISA) continues to be a steadfast supporter of MIC3's mission to educate school district personnel on the Compact. In 2025, Representative Kyle Fairbairn, in collaboration with North Carolina Commissioner Nickolas Sojka, Jr., led a successful training initiative in the Fayetteville area. More than 180 school district administrators received both Compact 101 and 201 training, ensuring greater awareness of Compact provisions among educators and smoother transitions for families stationed at Seymour Johnson Air Force Base and Fort Bragg. MISA also maintained its financial support of the Commission's Annual

Business Meeting (ABM), hosting the reception event and continuing to be a vital contributor to the Commission's annual success.

The National Federation of State High School Associations (NFHS) has been an essential partner in expanding MIC3's impact in the athletics and extracurricular space. As an ex-officio member of the Finance Committee, NFHS representative Davis Whitfield plays a crucial role by offering valuable insights. His understanding of the financial landscape and external factors affecting the Commission contributed to NFHS's commitment to host the ABM at the National Collegiate Athletic Association headquarters in October 2025. His continued engagement has strengthened relationships between state athletic associations and MIC3 state councils. These connections have fostered a broader understanding of the importance of extracurricular access for military students, directly supporting MIC3's mission to ensure continuity of opportunity during school transitions.

The National Military Family Association (NMFA) has remained a strong partner of the Commission, continuing collaborative efforts to support military families through a range of impactful initiatives. Notably, NMFA's Operation Purple Camp and the State of the Military Family Summit provided critical programming and awareness that align with MIC3's mission.

Since 2022, NMFA—through representative Eileen Huck—has connected the Commission with BLOOM: Empowering the Military Teen, a platform that elevates the voices and experiences of military-connected youth. This partnership has strengthened the Commission's ability to promote awareness of the Compact within military communities, highlight the educational challenges faced by military children, and advance the vision of MIC3.

The Commission extends its sincere appreciation to all partner organizations for their continued dedication and collaboration throughout 2025. These strategic relationships amplify MIC3's reach and deepen its impact on behalf of military families nationwide. The Commission looks forward to building on this momentum in 2026 as we work collectively to ensure Successful Educational Transitions for every military child.

EX-OFFICIO MEMBERS

We appreciate the partnership and support from our Ex-Officio (non-voting) representatives as we all strive to do what is best for children of military families.



Kyle Fairbairn
Executive Director
MILITARY IMPACTED
SCHOOLS ASSOCIATION



Dianna Ganote
*Program Analyst, Office
of the Secretary of
Defense, Military
Community and Family
Policy Office of Children
and Youth*
U.S. DEPARTMENT
OF DEFENSE



Eileen Huck
*Government Relations
Senior Deputy Director*
NATIONAL MILITARY
FAMILY ASSOCIATION



Tom Porter
*Vice President of
Government Relations*
BLUE STAR FAMILIES



Davis Whitfield
Chief Operating Officer
NATIONAL FEDERATION
OF STATE HIGH
SCHOOL ASSOCIATIONS



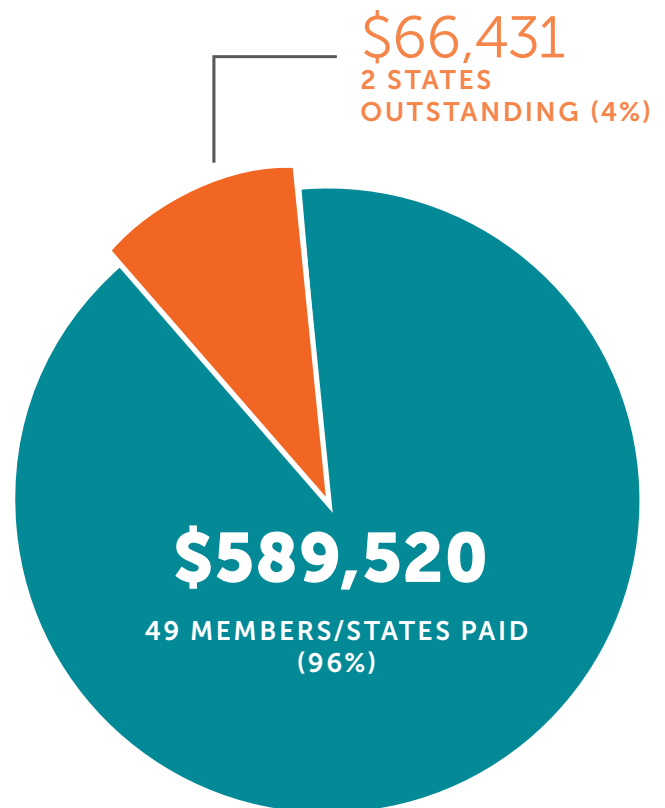
Kyle Wood
*Chief
Operating Officer*
MILITARY CHILD
EDUCATION COALITION



FINANCIAL OUTLOOK

ANNUAL DUES PAYMENTS FOR FISCAL YEAR 2025

based on total amount due of \$655,951



TOTAL PAID 90% | TOTAL OWED 10%

Payment deadline was June 30, 2025

States outstanding as of August 14, 2025: CA, DC

Compact Rules Language adopted at 2018 ABM – “Beginning with FY 2020, the dues formula shall be based on the figure of one dollar and fifteen cents per child (\$1.15) of military families eligible for transfer under this compact, and this calculation shall be based upon the State in which each military family resides, except that no State dues assessment shall exceed the sum of sixty-nine thousand dollars (\$69,000.00) per year or shall be less than two thousand three hundred dollars (\$2,300.00).”

2025 TIER GROUP SUMMARY

The Tier Groups meet two times each year in the summer and at the Annual Business Meeting.

OVERVIEW

Tier Groups provide a forum for Commissioners to share challenges and solutions related to implementing the Compact. Originally organized by region, they were restructured in 2017 based on the number of military-connected students in each state. Facilitated by appointed Commissioners, Tier Groups meet at least once a year to exchange perspectives, identify common issues, and offer feedback. While they do not vote or make binding decisions, their discussions and reports inform the Executive Committee, helping guide rule changes, committee work, and future planning.

SUMMARY

Between June 23 and July 16, 2025, the Commission’s Tier Groups met under the leadership of their respective facilitators – Commissioners Nick Sojka (NC), Debra Jackson (NY), Ben Rasmussen (UT), and Laura Cyr (ME). While formal quorums were not required, roll was taken at the start of each meeting. The discussions across all four sessions centered on three key topics: the proposed dues increase and related rule amendment, five-year historical case and inquiry data, and a Pennsylvania case involving grade point averages (GPA) and class ranking.

Finance: Proposed Dues Increase

Commission Treasurer Greg Lynch, Commissioner from Washington, presented the Finance Committee’s proposal for a dues increase, the second in nearly 2 decades since the Commission’s inception. To help states prepare, members were provided with the Dues Increase Toolkit and long-range projections for FY2026-2034.

The response from Commissioners varied. Many, including those from North Carolina, Maryland, Nevada, Arkansas, Nebraska, North Dakota, Idaho, Vermont, Oregon, Wyoming, Minnesota, and West Virginia, expressed

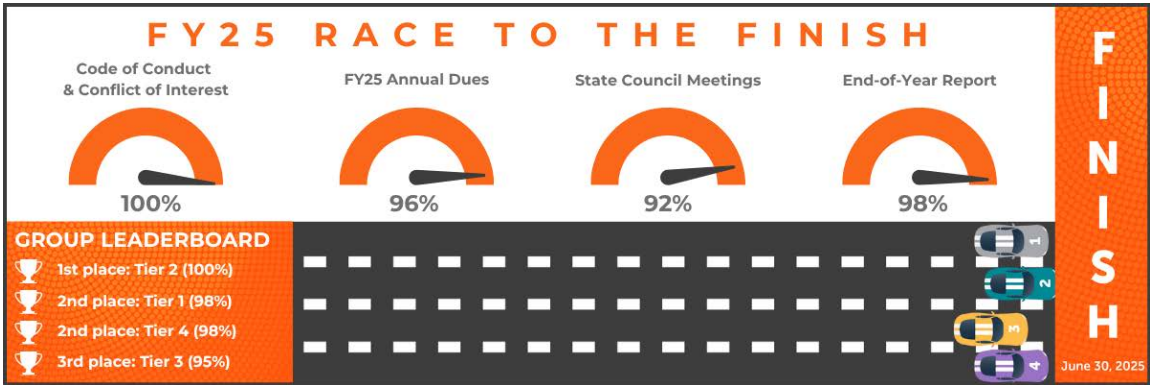
support, noting that the multi-year schedule would help with long-term planning. Some states, however, raised concerns. Texas pointed out its biennial budget cycle, noting that funding adjustments might require special processes if the increase begins in Fiscal Year 2027. Nevada and other states with similar cycles also flagged the possibility of delayed payments depending on legislative timing. Utah shared that it had already amended its statute to prepare for the change. Smaller states acknowledged that moving from \$2,300 to \$4,000 would have only a marginal effect since they already pay the minimum. Maryland and Texas emphasized the importance of consulting with education departments and advisory boards before finalizing positions ahead of the Annual Business Meeting (ABM).

Case Discussion: Pennsylvania GPA and Class Rank

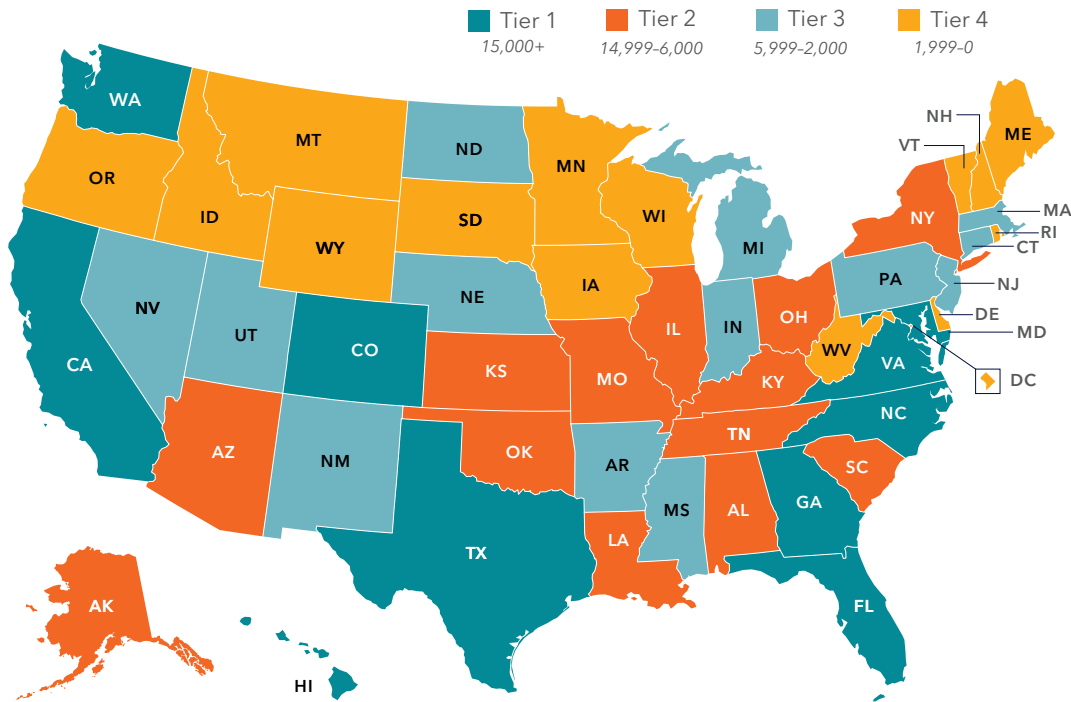
The meetings also focused on a case from Pennsylvania, which highlighted the challenges military-connected students face when GPA calculations and class rank policies vary by district.

Commissioners reported that in most states, these policies are determined at the district or school level, leaving state education departments with limited authority. North Carolina described its use of a statewide system, Infinite Campus, which standardizes GPA and ranking. In contrast, states such as Texas and Florida allow districts to establish their own policies, though Texas has recently passed Senate Bill 1191 to create a statewide GPA methodology. Wisconsin integrates GPA into its accountability system, while Maine applies policies specifically designed to address the needs of highly mobile students.

Commissioners voiced concerns about the difficulty of reconciling grade scales across states, the unintended punitive effects of restrictive district rules, and the inequities faced by military students competing for academic



2025 TIER GROUP SUMMARY (CONTINUED)



recognition, such as valedictorian status. While most agreed the Pennsylvania case appeared to be an isolated situation, they acknowledged that broader national consistency could benefit military families. Still, they recognized that uniform GPA standards across states would be extremely difficult to achieve.

Five-Year Historical Case and Inquiry Report

At the request of the Rules Committee, Commissioners also reviewed a cumulative case and inquiry report covering 2020-2024. The data showed that the most common issues included course placement, graduation requirements, enrollment, reciprocal diplomas, and eligibility for programs and activities.

Examples from specific states helped illustrate these challenges. Louisiana continues to face course placement difficulties in districts far from installations. Kansas has seen cases related to special education placement and sports participation. Missouri frequently addresses graduation requirement waivers, such as the Constitution course and exam. Alaska has dealt with diploma issuance and Department of Education challenges, while Ohio is monitoring the effects of its new open enrollment law. Oregon highlighted issues with deployment-related absences and student eligibility for special programs.

Overall, Commissioners agreed that the data reflected what they see in their own states. Several reported that

the Commission's increased training and parent outreach have already led to more effective case resolution at the local level.

OTHER ITEMS

Additional agenda items included a review of the "Race to the Finish" compliance progress graphic, which tracks state progress by Tier Group. Tier Group 2 was recognized for completing all requirements first, with final standings to be announced at the 2025 ABM.

CONCLUSION

In sum, the Tier Group conversations provided valuable insight into member perspectives on dues, highlighted the ongoing challenges of GPA and class rank policies, and reviewed emerging trends from five years of case data. While most Commissioners supported the proposed dues increase, concerns remain about budget cycles and legislative timing in some states. The Pennsylvania case reinforced the challenges of balancing local control with the unique needs of military-connected students, while the case report confirmed both common patterns and the progress states are making through training and outreach. Feedback from these meetings will be shared with the Executive Committee, the Rules Committee, and Pennsylvania for continued follow-up.



MIC3 REPORT OF INDEPENDENT AUDITORS

To the Board of Directors Military Interstate Children's Compact Commission Lexington, Kentucky

We have audited the financial statements of the Military Interstate Children's Compact Commission (the Compact) for the year ended June 30, 2025, and have issued our report thereon dated as of the date of this letter. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards as well as certain information related to the planned scope and timing of our audit. We have communicated such information to you in our letter dated July 17, 2025. Professional standards also require that we communicate to you the following information related to our audit.

SIGNIFICANT AUDIT FINDINGS

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application. The significant accounting policies used by the Compact are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed

during 2025. We noted no transactions entered into by the Compact during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. There were no corrected or uncorrected misstatements noted.

MIC3 REPORT OF INDEPENDENT AUDITORS

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated as of the date of this letter.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Compact's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Compact's auditors. However, these discussions

occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to management's discussion and analysis, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic consolidated financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

This information is intended solely for the use of the Board of Directors and management of the Compact and is not intended to be and should not be used by anyone other than these specified parties.

We appreciate this opportunity to be of service and extend our thanks to everyone at the Compact for their cooperation and assistance. We would be pleased to discuss any of the above matters with you at your convenience.

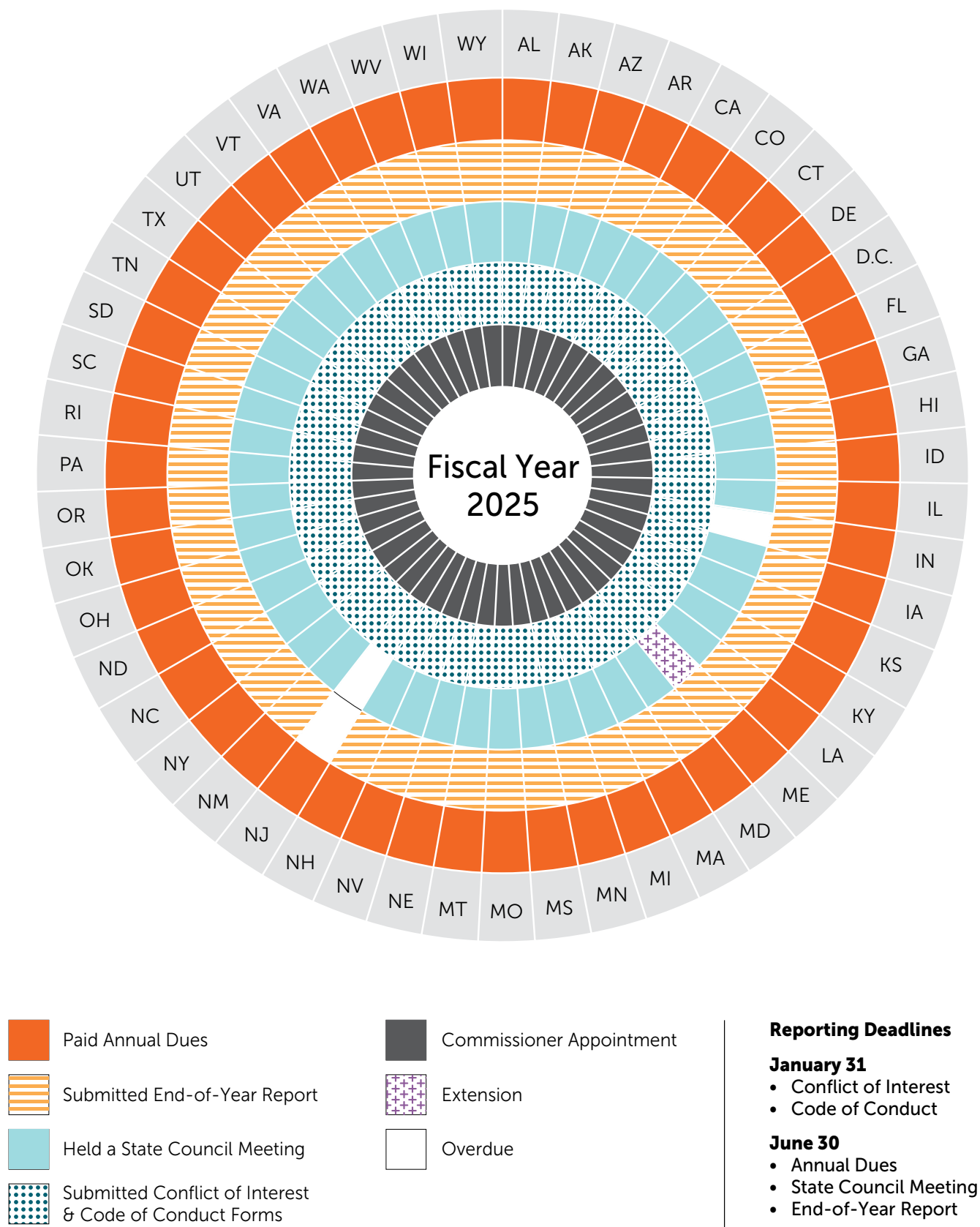
Blue & Co., LLC

September 24, 2025



STATE COMPLIANCE AND COORDINATION

Current as of September 29, 2025

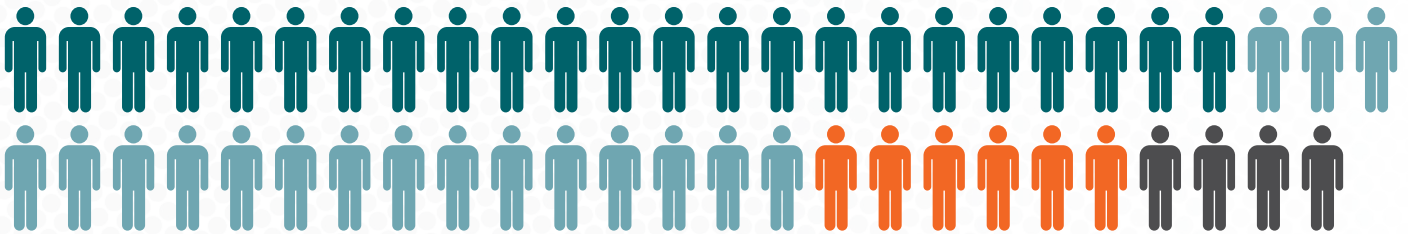


MIC3 YEAR IN REVIEW

STATE COMMISSIONER BACKGROUND

While the majority of our Commissioners have a background in education, we also have representatives from the military and legal fields as well as other areas.

OUT OF 51 COMMISSIONERS



EDUCATION 41 members (78%)

Current or Retired

- **State | 23 members (45%)**
 - State Board of Education, 1/23 members (4%)
 - State Department of Education, 22/23 members (96%)
- **District or school | 18 members (35%)**
 - District Board of Education, 1/18 member (5%)
 - Superintendent, 15/18 members (83%)
 - Principal, 1/18 member (5%)
 - Other School Personnel, 1/18 members (5%)

OTHER STATE GOVERNMENT 6 members (12%)

- Executive (Governor), 2/6 members (3%)
- Military and Veterans Affairs, 2/6 members (3%)
- Other Departments, 2/6 members (3%)

OTHER PROFESSION 4 members (8%)

- Retired Military, 1/4 member (25%)
- Other profession, 3/4 (75%)

FISCAL YEAR 2025 AWARDS | JULY 1, 2024–JUNE 30, 2025

NORMAN ARFLACK AWARD

- Commissioner Shelly Ramos, Training Chair, Texas
- Commissioner Davina French, Past Chair, PR & Training, North Dakota

STATE SERVICE AWARD

- Michael Rodriguez, Delaware Commissioner
- Barbara Clemmer, Pennsylvania Commissioner

COMMUNITY AWARD

- Dr. Diane Flournoy, Alabama State Council Member, Daleville, Alabama
- Dr. Rebecca Porter, Military Child Education Coalition, Executive Director, Morgan's Point Resort, Texas
- Savannah Radmacher, Council of State Governments, Operations Assistant, Lexington, Kentucky
- Carol Ratliff, Military Impacted Schools Association, Bellevue, Nebraska

- Brenda Weatherington, School Liaison, US Army Fort Knox, Kentucky
- Jason Moseley, Council of State Governments, Deputy Executive Director & General Counsel, Lexington, Kentucky

SPECIAL RECOGNITION AWARD

- Nanette Pigg, Army School Program Manager, Installation Management Command



NEW COMMISSIONERS & EX-OFFICIOS

CARRIE ANDERSON

Interim Commissioner, Planning and Professional Development, Division Chief, Pennsylvania Department of Education, Pennsylvania

BROOKE BLAALID

Associate Director of Policy, Blue Star Families

LISA HELME

Assistant Director, Student Pathways Division, Agency of Education, Vermont

JOSEPH HOOD

Policy Analyst, Office of the State Superintendent of Education, District of Columbia

JESSICA SNYDER

Senior Director, Curriculum Standards & Student Support Division, Texas Education Agency, Texas

MARK VOLLMER

Retired School Superintendent, Minot Public School District, North Dakota



WEBSITE ANALYTICS

BETWEEN JULY 1, 2024 – JUNE 30, 2025

85,141
TOTAL
PAGE VIEWS

29,134 TOTAL
USERS
17% Returning | 83% New



TOP 5 COUNTRIES

United States | Germany | Japan | United Kingdom | India

2 MINUTES / 23 SECONDS
Average session duration

DEVICES USED

72% Desktop
27% Mobile
1% Tablet

MOST VIEWED PAGES

- 1 Homepage
- 2 Month of the Military Child
- 3 Interactive Map
- 4 Resources
- 5 2024 Annual Business Meeting Report

INSTAGRAM

233 Followers | 452 Total Reach

ACQUISITION

50% Direct link
32% Organic search
16% Referral through another website
2% Organic Social Media

FACEBOOK

2,160 | Followers (+2%)
69 | New followers (+3%)
27,994 | Reach (-8%)
1,356 | Interactions (-31%)
89 | Link clicks (-65%)

INITIATIVES

94% of eligible states
with a Commissioner held a state council meeting

0 STATES
HAD A COMMISSIONER VACANCY

4 STATES
HAD NEWLY APPOINTED COMMISSIONERS IN FY25

60 TOTAL MEETINGS HELD
(9 states held more than one meeting)

6% of eligible states
with a Commissioner did not report a meeting

MIC3 YEAR IN REVIEW



PURPLE UP! MONTH OF THE MILITARY CHILD

The month of April is celebrated as the Month of the Military Child, and the Commission selected April 23, 2025, as our day to celebrate military children. Established by former U.S. Secretary of Defense Caspar Weinberger in 1986, the designation of April as the Month of the Military Child acknowledges the significant role military youth play in our communities. Why purple? Purple is the color that symbolizes all branches of the military, as it is a combination of Army green, Marine red, and the blue of the Coast Guard, Air Force, Space Force, and Navy.

The Commission released a Purple Up! Toolkit which included: a letter from the Commission Chair and media release; letter templates for Commissioners and State Superintendents of Education; executive and state department proclamation samples; proclamation posters; in-person and virtual celebration ideas; and social media posts and captions.



**MONTH OF
THE MILITARY
CHILD TOOLKIT**



WEBINAR SERIES

COMPACT VOICES: STUDENT STORIES (September–October, 2024)

- Course and Credit Transfer (Colorado)
- Transfer of Credits and Transcripts (Hawaii)
- Reciprocal Diplomas (Hawaii)
- Reciprocal Diploma and Participating in Graduation (North Carolina)
- SEC 5.101 Course Placement (North Carolina)

STATE SPOTLIGHT VIDEOS (January–February 2025)

- Alabama
- Florida
- Michigan
- Virginia

TRAVEL POLICY AND REIMBURSEMENT GUIDANCE (June 4, 2025)



THE EVOLUTION OF THE MILITARY INTERSTATE COMPACT AND COMMISSION: FROM INCEPTION TO MISSION DRIVEN

by Cherise Imai, Executive Director

The journey of the Interstate Compact on Educational Opportunity for Military Children (the Compact) has been one of progressive collaboration, determination, and a shared commitment to improving educational transitions for military-connected students. Developed by the U.S. Department of Defense in collaboration with the Council of State Governments and the National Center for Interstate Compacts, the model compact statute was launched in 2007 to states as a way to address the unique challenges faced by military children in the education system. Children of military families often face frequent relocations, disruptions in their education, and varying

state requirements that can hinder their academic progress. The goal of the Compact was simple yet profound: to streamline educational standards and provide consistency across state lines to ensure that military-connected children would experience a seamless education, no matter where they were stationed.

THE COMPACT'S FOUNDING: A VISION FOR MILITARY FAMILIES

The Compact was officially adopted in 2008 to address the challenges military children face in their educational journeys. Children of military families often face frequent relocations, disruptions in their education, and varying

state requirements that can hinder their academic progress. The goal of the Compact was simple yet profound: to streamline educational standards and provide consistency across state lines to ensure that military-connected children would experience a seamless education, no matter where they were stationed.

By 2010, all 50 states and Washington, D.C. had joined the Compact, marking a historic achievement. The Compact's success was not just about legislative action but about creating a foundation for inter-state cooperation and mutual support for military families. A key aspect of the Compact's success has been the establishment of the **Military Interstate Children's Compact Commission (MIC3)**, which serves as the governing body responsible for overseeing the implementation of the Compact's principles.

THE FIRST STRATEGIC PLAN: LAYING THE FOUNDATION FOR GROWTH (2015–2020)

In 2015, the MIC3 embarked on the development of its first Strategic Plan, laying out the framework for how the Commission would operate and grow in the years ahead. This initial plan was built on the recognition that, while the Compact had been adopted, much work remained to ensure that the principles of the Compact were fully integrated into the educational systems across all states. The first strategic plan focused on **building awareness, enhancing outreach, and establishing stronger partnerships** with military families, schools, and local communities.

This foundational plan set the stage for subsequent improvements in the support and advocacy for military-connected students. The MIC3 also focused on improving the **state council structure**, ensuring that each state had a dedicated council to implement and advocate for the Compact's principles.

THE SECOND STRATEGIC PLAN: EXPANDING REACH AND IMPACT (2020–2023)

With the first plan completed, the Commission moved to the development of its second Strategic Plan, which was launched in 2020. This plan was guided by a commitment to **expand the reach and impact of the Compact** across the nation. The second plan acknowledged the need for greater alignment of educational policies and increased training for educators and school administrators to effectively support military families.

Key objectives of the second strategic plan included:

- **Expanding Outreach** - Increasing awareness of the Compact's benefits to military families and schools nationwide.
- **Developing Resources** - Offering resources and training materials to educators and administrators to help them better support military children.
- **Strengthening Collaboration** - Fostering stronger partnerships at local, state, and national levels to support educational success for military-connected children.

The second plan also emphasized the need for data collection and analysis to **better understand the challenges military children face and to inform the development of future programs**. The success of this phase of the Compact's growth was marked by continued progress in collaboration across states, with the MIC3 establishing more formal relationships with federal agencies, educational organizations, and military entities.

THE THIRD STRATEGIC PLAN: FOSTERING INNOVATION, RESILIENCE, AND SUSTAINABILITY (2023–2025)

The **2023-2025 Strategic Plan** marked another critical milestone for the MIC3 and its ongoing mission to support military-connected students. The third plan was not just about building on past successes but about **setting the course for future growth and sustainability**. It aimed to address evolving challenges, such as the changing landscape of education post-pandemic, the growing importance of mental health, and the need to ensure educational systems remain adaptable in the face of emerging challenges.

The priorities of the 2023–2025 Strategic Plan focused on:

- **Deepening Impact** - Expanding successful initiatives and ensuring that the support offered reaches more students, families, and schools.
- **Sustaining Growth** - Strengthening financial and operational systems to ensure long-term sustainability for the Commission's efforts.
- **Fostering Innovation and Resilience** - Anticipating challenges and adapting strategies to ensure the continued effectiveness of the Compact and its initiatives.

Notable achievements under this plan included **enhanced digital outreach, increased training opportunities for schools, parents, and stakeholders**, and the development

of new strategies for **engaging with military families** in increasingly diverse and virtual environments. These initiatives have ensured that the Compact is prepared to meet the evolving needs of military families and their children, now and into the future.

One of the standout features of the third plan was its emphasis on fostering resilience in the face of educational disruptions. The MIC3 adapted quickly to these challenges, offering new ways to support military families through digital tools, virtual training sessions, and increased communication.

LOOKING AHEAD: THE FOURTH STRATEGIC PLAN (2025–2028)

In October 2025, the MIC3 will launch its fourth Strategic Plan, building upon the successes of the previous plans while addressing emerging challenges. As the needs of military families continue to evolve, the fourth plan will focus on further refining strategies to ensure that the educational transitions for military-connected children remain as smooth and supportive as possible.

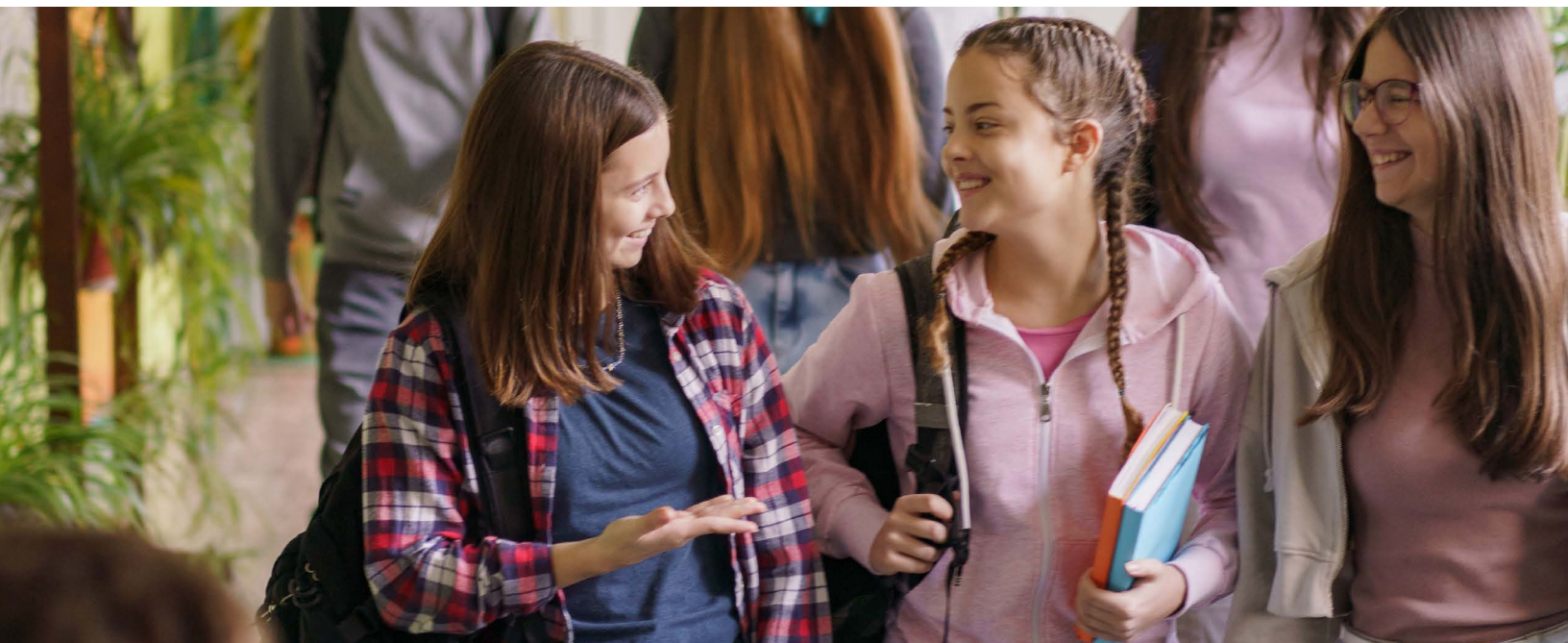
The new plan will build on the foundation laid by the previous three, with an even greater emphasis on data-driven decision-making, expanding partnerships across educational and military sectors, and leveraging new technologies to create even more impactful initiatives.

CONCLUSION: A LEGACY OF COLLABORATION AND COMMITMENT

From its inception, the Compact and the MIC3 have demonstrated an unwavering commitment to supporting military-connected students and their families. The development of the strategic plans has been a crucial element in ensuring that the vision for consistent, high-quality education for military children is not only realized but continues to evolve.

As we look forward to the launch of the fourth Strategic Plan, the momentum of collaboration, innovation, and resilience continues to propel the MIC3 toward a future where military-connected students have the educational opportunities they deserve, regardless of where they call home.

With each plan, each initiative, and each new partnership, we have proven that, together, we can make a difference in the lives of military children. And as the Commission prepares for its next chapter, it is clear that the journey of progress will continue, one drop at a time, forming a powerful ocean of opportunity.



MIC3 YEAR IN REVIEW

MIC3 NATIONAL OFFICE CASE ANALYSIS

JULY 1, 2024–JUNE 30, 2025

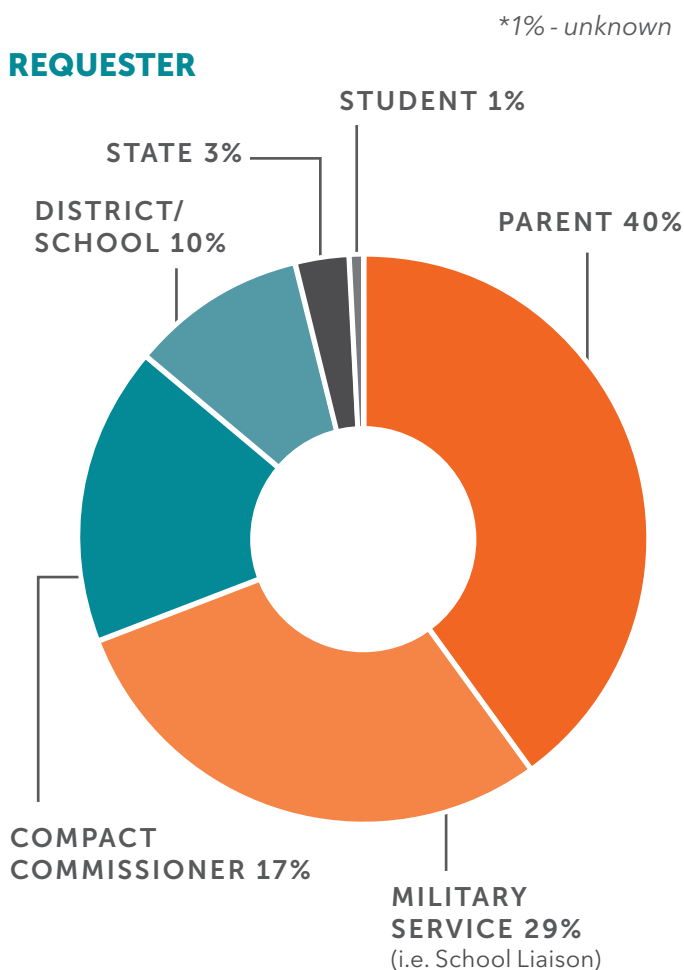
The majority of cases and inquiries are resolved at the school, district, and state levels. This data is not reflective of the actual number of compact related cases that states address.

33% of cases were compact-related

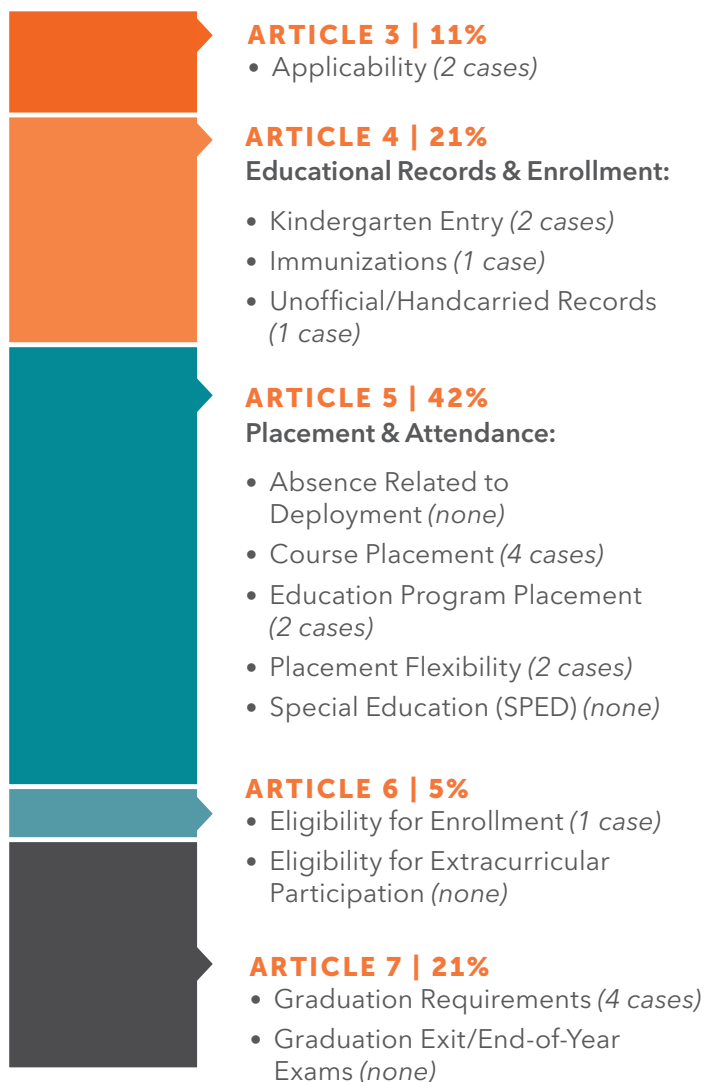
—VS—

66% of cases were not compact-related*

REQUESTER



COMPACT RELATED CASE TOPICS



NOT APPLICABLE CASE TOPICS

- Kindergarten entrance age and eligibility
- Assistance with enrollment in the new school district
- Request for information/assistance
- Preschool coverage/ preschool child care
- Additional excused absences to visit parent overseas
- Athletic participation waiver
- Reciprocal diploma by choice/time available in schedule
- School choice
- Participating in graduation ceremony
- Early withdraw (absences)



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