**Priority Focus Area #1: RELEVANCE (IMEC provides current, practical, and useful resources and services aligned with its mission).**

**GOAL STATEMENT #1:** Provide current, practical, relevant, and useful services for all members to support their efforts to strengthen the support provided for migratory children and their families.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Make clear the roles of the needed individual stakeholders from each state (e.g. State Director, State Board of Education policymakers) so that the mission of IMEC can be carried out. 2. Develop materials and resources that address the perspectives of the different IMEC stakeholders to support the IMEC mission. | Ongoing  Ongoing | ED/BD  IM  IM | Provide copies of the By-Laws at each meeting and to new members who join.  Staff time and member feedback to develop resources targeted for individual role groups that strengthen their knowledge and awareness of migrant children and their families. | Mean rating of 4 or above (on a 5-point scale) on an annual survey of members who indicate the value of services in terms of relevance, practicality, and usefulness of IMEC member services. | Shared with membership as needed.  Evaluation of the resources provided. |

**GOAL STATEMENT #2:** Demonstrate progress toward achievement of the Mission of IMEC so that the lives of migratory children, youth and families are positively impacted.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Set long-term goals (3-5 year) aligned with the Mission. 2. Set annual objectives designed to achieve the long-term goals, and review and adjust objectives annually as needed. 3. Communicate goals, objectives and outcomes regularly to all stakeholders using a variety of media including digital communication and development of current resources and information to be posted on the website and included in a newsletter. | 1st meeting of the year.  Ongoing  Ongoing | ED/ BD/ IM  ED/BD  ED | * Staff time and board and general membership involvement. * Use the website to post information, archived notes (in a member only section), and all presentations that are shared at the council meetings. | Mean rating of 4 or above (on a 5-point scale) on an annual survey of members who indicate the value of services in terms of relevance, practicality, and usefulness of IMEC member services. | * Long term goals and annual objectives shared with general membership. * Evaluation results from meetings to measure the goals (those not shared currently with the Board or members). * A communication plan that outlines the Mission of IMEC that can be shared with the other stakeholders. * Website development (resources, news needs to be uploaded). |

**GOAL STATEMENT #3:** Ensure that the Mission of IMEC is current, relevant, and vital to the support of all migratory children, youth, and families.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Purposefully revisit the Mission regularly with the Board of Directors and all members and confirm its relevance as appropriate. | Annually at the 1st meeting of the year. | ED/ BD/ IM | Meetings with the IMEC membership to revisit the mission statement. | * Up-to-date mission statement that has been approved by the IMEC membership. * Mission statement included in the By-Laws and all official IMEC documents. * Agenda items that address the mission and makeup of IMEC members. | * Reported to the IMEC membership at the first meeting of the year and annually reviewed and updated as appropriate. |

**Priority Focus Area #2: SUSTAINABILITY (IMEC maintains its capacity for long-term actions designed to achieve its mission)**

**GOAL STATEMENT #1:** Facilitate IMEC’s capability to achieve its stated mission.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Provide input on MEP issues and resources that pertain to re-authorization. *(Also see Goal Statements under Advocacy)* 2. Provide information on migratory students and their needs; provide data that is summarized and presented in a concise, meaningful, and appealing manner to address specific IMEC needs. *(Also see Goal Statements under Advocacy)* 3. Include a member development event at Symposium and other pertinent meetings. 4. Meet one-on-one with non-member state staff to discuss their needs, issues, and thoughts on membership and share talking points. 5. Establish a “key” meeting annually with an invited speaker to help review the Strategic Plan. 6. Solicit and Write talking points about IMEC accomplishments. | Ongoing  Fall mtg annually, as needed  Spring mtgs  Ongoing  Ongoing  Ongoing | IM  ED  ED/BD  ED/IM  BD  ED/IM | * Executive Director time to meet with and discuss IMEC’s mission and Reauthorization with key stakeholders. * Funds for consultant time to provide data on migratory student needs and outcomes. * Funds to sponsor a reception at the Symposium and/or other meetings. | * Notes from meetings with key stakeholders * Report on the educational and support services needs of migratory children and youth. * Summary of needs, issues, and thoughts on membership | Reported to the IMEC membership at the first meeting after the needs assessment/outcomes report, reception, and meetings with key stake-holders have been drafted. |

**GOAL STATEMENT #2:** Ensure IMEC fiscal and membership strength and stability.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Develop and implement an ongoing Membership Development Plan utilizing the Finance Committee (in accordance with By-Laws specifications). Develop strategies to include in the Membership Development Plan as follows:  * Examine and define “Associate Memberships” and related fee contributions and reciprocal responsibilities. Provide a clear definition. The Committee works through this, plans, and makes recommendations. * Examine fee incentives for first time memberships as well as longevity memberships. * Develop an ongoing membership drive process that may include incentives as well as IMEC meeting locations in potential new member geographical areas. * Pursue members who are interested in furthering the goals of IMEC.  1. Identify and invite key representatives that have potential as new members states and/or key regional decision makers to IMEC meetings, providing sessions that are of high value, enriching, and informative for those in attendance. 2. Review and analyze the possibility of including foundations and/or corporate sponsorships. Identify and list key foundations/corporate sponsorships. | 1st meeting of the year  1st meeting of the year  Ongoing | FC/ED  ED  ED/IM | Staff time/resources for the Finance Committee and the ED to meet to develop the Membership Development Plan.  Executive Director time to identify, review, analyze, list, and contact possible key foundations/ corporate sponsorships.  Executive Director time to identify, review, analyze, list, and contact possible key foundations/ corporate sponsorships. | Membership Development Plan report drafted that contains strategies for fiscal and membership strength and stability.  Listing of key foundations and corporate sponsorships.  Listing of key foundations and corporate sponsorships. | Reported to the IMEC membership at the first meeting after the Membership Development Plan has been drafted.  Information delivered to IMEC members through email and or at the first meeting after the foundation/corporate sponsorships have been initiated.  Information delivered to IMEC members through email and or at the first meeting after the foundation/corporate sponsorships have been initiated. |

**Priority Focus Area #3: ADVOCACY (IMEC provides effective and positive leadership to impact public policy and the optimization of resources at the national, state, and local levels).**

**GOAL STATEMENT #1:** Determine areas of need for advocacy to effectively impact all levels.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Develop a needs assessment to determine priority areas. 2. Obtain continuous collection of stakeholders input regarding priority areas for advocacy via the IMEC website or any other method. 3. Ongoing dissemination of data collection. | By March every 3 years  Ongoing | IM  BD  ED/IM | Provide Executive Director and membership time to meet with and discuss IMEC’s priority areas with key stakeholders.  Funds for consultant time to provide data on migratory student needs and outcomes | Draft of priority areas produced and adopted annually.  White papers prepared on priority areas. | Reported to the IMEC membership at the first meeting after the needs assessment/outcomes report with stake-holders have been drafted. |

**GOAL STATEMENT #2:** Based on the needs assessment results, identify and articulate priority goals.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Analyze and evaluate needs results to determine priority areas. 2. Seek feedback from stakeholders. | 1st mtg of the year.  Ongoing | ED, BD, IM | Provide Executive Director and membership time to meet with and discuss IMEC’s priority areas with key stakeholders | Priority areas produced and adopted annually. | Priority areas are shared with IMEC members at the first meeting after they are developed or updated. |

**GOAL STATEMENT #3:** Identify and implement strategies.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Develop, update, and implement strategies. | Ongoing | ED, BD, IM | Provide time for Executive Director to develop and update strategies to implement. | Strategies are approved by the IMEC members at large.  Strategies are updated annually. | Strategies are shared with IMEC members at the first meeting after they are developed or updated. |

**GOAL STATEMENT #4:** Evaluate the effectiveness and positive leadership that impacted public policy and the optimization of resources.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Increase access to public policy conversations. | Ongoing | ED, IM | Provide IMEC membership with policy briefs, educational articles and updates, as available. | Feedback on evaluation forms on the usefulness and practicality of the pertinent information that was provided to membership. | Comments on IMEC meeting evaluation form. |

**Priority Focus Area #4: ORGANIZATIONAL EFFECTIVENESS (IMEC maintains a well-governed organization that supports the professional capacity of its membership to support migratory children, youth, and families).**

**GOAL STATEMENT #1:** Develop a new member orientation.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Develop a welcome packet for new members which will contain the following: welcome letter from the Director focusing on benefits/opportunities/responsibilities of being an IMEC member; history of IMEC; biography of IMEC Director; active membership list; copy of by-laws; upcoming meeting dates and locations; any existing promotional materials. 2. Provide an opportunity for new IMEC members to meet with the Board of Directors prior to their first IMEC meeting. This orientation will serve as a new member greeting and opportunity for Board members to share their personal benefits/experiences as IMEC members. It will also provide opportunities for new members to seek clarification on their responsibilities and/or the IMEC mission. | As needed  As needed | ED  ED, BD, CH | Staff and consultant time to collect materials and assemble the welcome packets.  Dedicated time on the Board of Directors agenda at every Board of Directors meeting as needed. | New membership survey.  Additional optional question added to the IMEC meeting evaluation form for new members only. | Comments on IMEC meeting evaluation form. |

**GOAL STATEMENT #2:** Provide all IMEC members with opportunities for professional growth to expand IMEC’s capability to serve migratory children and families.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Develop and implement a defined and ongoing process for member capacity building. This will include ways and means for each member to be involved in the area/areas of responsibility and ways to be accountable for reporting progress at scheduled IMEC meetings. 2. Assess the need for IMEC membership professional development based on the input gathered from IMEC members. | The May – June meeting each year. | ED  ED, IM | IMEC members’ time/expenses to participate in professional development; training materials (PowerPoint presentation, handouts, activities, resources); meeting location and venue; funds for trainer or IMEC staff/ED time; a value/effectiveness survey.  Dedicated time on the May-June IMEC agenda to gather input from council members on desired professional development topics for the upcoming year. | Summary of results and recommendations for the IMEC membership PD needs assessment (based on the current year focus).  Survey results on the effectiveness of the PD provided through IMEC. Mean rating of 4 or above indicating the value of the professional development. | Training materials and survey results are shared with IMEC members at the first meeting after being completed. |

**GOAL STATEMENT #3:** Market IMEC services to member and non-member states. *(Note: Similar to Sustainability – Goal Statement 2)*

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Develop promotional materials outlining IMEC services. 2. Develop the top 10 reasons to be an IMEC member state. 3. Provide a travel budget for the Executive Director to market IMEC’s services at State and national meetings of member and non-member states. 4. Revise the website logo to reflect the new direction/strategic plan. 5. Review and revise information and update links on the IMEC website regularly. 6. Develop a letter for state educational leaders outlining the benefits and justification for becoming an IMEC member or continuing membership. | As needed.  Monthly | ED by BD approval  ED  ED  ED | Staff time to develop/refine promotional materials including (but not limited to) brochure, *Top 10 Reasons* handout, website logo, website updates; funds for the ED to travel to market IMEC services.  Time to monitor website.  Time to develop and personalize state communications. | Member state retention and the number of new states joining. | Director’s report to council. |

**GOAL STATEMENT #4:** Maximize ongoing, effective, and efficient organizational governance.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Review all current roles and responsibilities (see IMEC Organizational Chart in By-Laws, Appendix Item D) to ensure there are no ambiguous gaps/overlaps and make any needed recommendations for change. 2. Define and ensure that all roles and responsibilities are clearly defined, mutually understood by all members, and adopted by the IM as needed. 3. Maintain effective and consistent evaluation processes in place that were implemented to support: 1) the application of By-laws\*, policies and personnel performance through the review of all current processes; and 2) the recommendation of modification/new processes for adoption. 4. \**Note: Review the Organizational Chart, p.17 of the By-Laws.* | 1st of the year and annually | BD, CH  BD, ED, IM  BD | Time for the Executive Director to meet, review, and recommend changes as needed. | Roles and responsibilities adopted by the IMEC membership.  Job descriptions and evaluation periods and reporting processes are in place.  Annual evaluations are completed. | Outcomes are reported, discussed, and finalized annually at the 1st meeting of the year. |

**GOAL STATEMENT #5:** Maintain experienced IMEC staff capable of providing TA to states.

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| Strategies/Actions/Activities | By When? | Who? | Resources Needed | Measures of Success | How Outcomes Are Reported |
| 1. Utilize the search process as defined in the by-laws (Appendix A). 2. Develop a job description that aligns with the IMEC mission and strategic plan as needed. | As needed  As needed | BD, AHC  BD, AHC | Staff time to conduct search process and define/develop a job description for the ED. | Search process summary report.  Job description that aligns with the IMEC mission/strategic plan. | Search process and job description are shared, discussed, and finalized as needed. |