

STRATEGIC PLAN 2021 – 2024



OPERATIONS

1. Diversify revenue streams.
2. Develop business & sustainability plan for select contract/project work.
3. Prepare and propose a sustainable staffing and succession plan for the organization.
4. Increase efficiencies in the way we manage various operational systems
5. Secure grants and contracts, that support MAC mission and permit organization to meet financial goals.
6. Strategically plan to dedicate staff to maintain/advance website presence and updating of materials.

RESEARCH & DEVELOPMENT

1. Develop an applied research initiative inventory where MAC's past and current focus exists to inform decisions about future focus and highlight contributions to the field.
2. Collaborate with & cultivate the MALFA network to identify needs, provide input, and support MAC's contributions to R & D of products and services.
3. Devise and implement process to gather quantitative and qualitative feedback from users of select MAC resources and services, as determined.
4. Maintain and organize a MAC catalogue of publications/videos, resources to help determine needed/future additions or modifications (by topic, date, and audience(s)).
5. Update ALS Brief and/or web pages to identify guidance to address issues of equity and social justice and how assessment can support equitable opportunity to learn and high achievement for all children.

LEADERSHIP

1. Promote diverse and representative board membership for MAC.
2. Intentionally use our Professional Learning Communities to effectively focus leaders in the field on the knowledge and practices that will improve assessment literacy.
3. Establish and extend mutually beneficial partnerships (e.g., MDE, MEMSPA, IHes, GELN) using MOUs to articulate purpose and expectations unique to each organization.
4. Strategically identify conferences, presentations, and resource sharing opportunities to highlight MAC's materials, programs, and services.
5. Strategically identify opportunities for MAC to remain current and influential in assessment-related policy, programs, and research.

PROFESSIONAL LEARNING

1. Collaboratively develop the business, marketing, & action plans for each level of the Assessment Learning Credentialing (ALCS) System:
 - Level I: Assessment Learning Modules
 - Level II: Assessment Learning Courses
 - Level III: Specialist Credentialing Program
2. Adopt business, marketing, and action plans that permit us to operationalize an expanded way to engage districts in using MAC PL Opportunities.
3. Identify and develop a protocol that permits any necessary additions to MAC PL opportunities to reflect current needs of stakeholders
4. Integrate newly developed MAC tools made for MICIP (e.g., Strategy Guides and Planning Tools) with existing PL services and events MAC sponsors.
5. Familiarize key audiences of MICIP with MAC CIP Tools in MI Strategy Bank and then MAC related services/resources (e.g., MCIFN, ISD's, MDEOES)
6. Determine, plan, and implement PL for board/staff.
7. Expand and deepen relationships with other organizations to provide PL about assessment.

COMMUNICATIONS & MARKETING

1. Leverage the MAC website to engage our community and reinforce the mission and vision of the MAC.
2. Promote the MAC organization and its sense of community to engage and expand membership.
3. Apply our branding guidelines and quality standards to all communications and publications.
4. Develop and implement a marketing plan for MAC projects as determined by project action plans (e.g., ALCS).
5. Assess current and potential communication vehicles to determine if we are optimizing usage and whether vehicles match the needs of our community and our organization.
6. Develop, articulate, and implement the internal processes used to incorporate necessary communication/marketing efforts related to publications, communications, events
7. Provide greater awareness of MAC-developed resources and substantially increase ease of access.