2021-2023
Strategic Plan

Education is changing faster than ever, and so are we.

MICHIGAN VIRTUAL

Contents

A letter from the president and CEO

Dear Stakeholders,

We are pleased to share a copy of our new *2021-2023 Strategic Plan*. This plan serves as an important beacon to uphold our vision and mission and spells out *Michigan Virtual*'s roadmap for the next three years, including the goals we strive to reach and the strategic initiatives we have prioritized to reach these goals.

While drafting our new strategic plan, we relied on a simple, yet powerful internal mindset — *"Build nothing for us, without us."* The "us" in this phrase represents our K-12 stakeholders. For the *Michigan Virtual* team, this phrase means listening to the needs of our school partners and keeping our work laser-focused on providing solutions to the most pressing problems facing Michigan schools. It also means shedding an outdated organizational reputation of being a "vendor" and striving to build stronger relationships with education leaders to earn the status of a trusted learning partner.

COVID-19 has proven to all of us just how turbulent and unpredictable the world can be. During this time of uncertainty, we plan to engage with you in new ways as we seek to enable flexible learning models, redesign and scale professional learning, and inspire innovation. The future of learning will clearly be shaped by how we innovate today, but the path of innovation is rarely linear. It can be messy and unpredictable, which is why a great deal of agility and determination are required to create sustainable change.

As we work together to create the future of public education, we must continually recognize that there is no one-size-fits-all learning model that can be universally applied from the top-down. Every student is different. Every school is different. As a non-profit 501(c)(3) organization with over 20 years of experience in digital learning, *Michigan Virtual* is uniquely positioned to help Michigan policy leaders, educators, and parents navigate these uncertain changes.

It is worth noting that we have added an important value statement to our strategic plan: *Embrace Diversity, Equity, and Inclusion*. We are taking steps to be more intentional about celebrating different voices, faces, ideas, and backgrounds, and we believe human diversity, the seen and unseen, drives innovation and creativity. As we work towards fully realizing this value, we encourage you to help us create more diverse candidate pools when adding new team members.

We are committed to lead innovation, collaborate with stakeholders, and build scalable solutions. Working together, we can realize the full potential of technology to personalize learning for students and educators. We look forward to growing our partnerships to ensure that every person can use digital learning to reach their full potential. Please do not hesitate to contact us if you would like to be part of our efforts to research, discover, learn, and help others innovate

Jamey Fitzpatrick
President & CEO

We're approaching a crossroads in education.

In the wake of the massive disruptions caused by COVID-19, we have an opportunity to take a step back and dream about what might be possible in education if we all work together. How should we move forward? How can we design and support better systems that meet the unique and varied needs of every student?

The future of learning will be shaped by how we innovate today. One of the biggest challenges is: There's no one-size-fits-all learning model that can be universally applied from the top-down. Every student is different. Every school is different. In fact, the innovation process can vary wildly between two schools within the same district.

To honor the complexity of the innovation process at the local level, *Michigan Virtual* is transforming the way we collaborate with schools, educators, and families.

Our roadmap for the next three years

Since 1998, *Michigan Virtual* has partnered with over 500 school districts, ten of thousands of teachers from across the state, and supported over 300,000 students. As nonprofit 501(c)(3) organization driven by student success, we have a strong record of supporting Michigan education that spans more than two decades. While many know us for our online courses for students and professional development for educators, we also do a great deal of work to conduct original research, test innovations in learning, and promote best practices.

Education is changing faster than ever, and we, too, must change to keep up. Over the last few years, we've been rethinking the way we engage with our partners. As we enact our strategic plan for 2021-2023, our primary focus lies in supporting schools, educators, and families as they transform their vision for student learning from concept to reality. We want to know: What's your vision for student learning? What can we do to help you realize this vision?

On the following pages, you will see the roadmap guiding *Michigan Virtual*'s plan for the next three years represented by the key drivers that keep us moving forward; our mission, vision, and values; the goals we strive to reach with our work; and the strategic initiatives we're prioritizing to reach these goals.

Our mission, vision, & values

Who we are & what we value

The following mission, vision, and values represent who we are as an organization and the values we aim to embody in our everyday work:

Our Mission

Advance both learning and teaching through research, practice, and partnerships.

Our Vision

Every person can use digital learning to reach their full potential.

Our Values

Put Learners First
Learners are central to our purpose, mission, and vision; we do what is best for students, practitioners, and employees.

Act with Integrity
We are mutually respectful, accountable, demonstrate trust, and are honest with each other and our stakeholders to build strong partnerships as a strategic advantage.

Embrace Diversity, Equity, and Inclusion
We celebrate different voices, faces, ideas, and backgrounds and believe human diversity, the seen and unseen, drives innovation and creativity.

Pursue Excellence
We take pride in our work and provide valuable, quality, and effective products and services that deliver best-in-class outcomes.
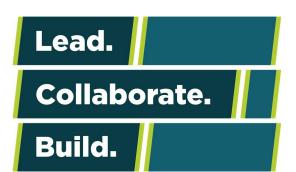
Create Awesome Experiences
We ensure our stakeholders will experience positive relationships with us as we provide highly satisfying interactions and results while striving to exceed expectations.

Incite Curiosity
We inspire learning and mastering how to think creatively to solve problems and capture opportunities in traditional and nontraditional ways.

Our Drivers
What keeps us moving forward

Lead.
Collaborate.
Build.

Three powerful words are responsible for driving our future work at *Michigan Virtual*: Lead, collaborate, and build. These three verbs serve as a promise we're making to our state: We promise to lead Michigan forward by providing thought leadership in the space of learning innovation, to collaborate by engaging with partners, and to build scalable solutions that enable innovative learning at the local level.

Lead
by providing thought leadership

Collaborate
by engaging with partners

Build
by creating scalable solutions

These drivers are important to us because they represent a culture, mindset, and drive toward continuous improvement, supporting our colleagues, and providing new models of learning through research and partnerships. Our commitment to this work stems from our belief that *Michigan Virtual* is uniquely positioned to help lead our state's charge toward next-generation learning models that yield greater student outcomes for all.

Our Goals
Why this work is so critical

Why are we shifting toward leading, collaborating, and building? What makes this work so critical? The three specific goals we aim to achieve through this work over the next three years are 1) to improve outcomes for Michigan learners, 2) to increase access to high-quality learning opportunities and resources, and 3) to serve as a statewide thought leader and learning partner of choice for Michigan schools, educators, and educational stakeholders.

These are the goals by which we will measure our success. Ultimately, the first goal is the most important because student success will always be our top priority. The other two goals act in service of the first. By increasing access and serving as a learning partner, we will help catalyze the systematic changes required to move the needle in student achievement in our state.

IMPROVE OUTCOMES

INCREASE ACCESS

THOUGHT LEADERSHIP

Our Initiatives

How we plan to accomplish these goals

The following strategic initiatives offer a more specific glimpse into how we will accomplish these goals. First, we will enable flexible learning models for Michigan schools. Flexible learning models are critical to innovation in education because they allow schools to design systems that better meet the unique and varied needs of every student no matter their situation.

Second, we will redesign and scale professional learning for Michigan educators. Any major innovation in education comes with a need for professional development. Our teachers need to understand shifts in pedagogy and how to use new learning models and technologies to effectively reach and teach every student.

Last but certainly not least, we will inspire innovation in learning and teaching. This happens by collaborating with partners to develop brand new solutions that catalyze change at the local level. We have to inspire one another, obtain buy-in from all stakeholders, and remain fueled by the "why" behind our work.

While these strategic initiatives reflect our plan for the next three years, it's worth noting that we've designed this plan to be dynamic enough to allow us to pivot and readjust as needed to better serve the ever-evolving needs of Michigan schools, educators, and families.

Enable Flexible Learning Models for Michigan Schools

Provide pathways for schools to use *Michigan Virtual* content, consulting, and professional learning supports in a variety of delivery models.

Redesign and Scale Professional Learning for Michigan

Develop pathways for the use of *Michigan Virtual* professional learning and services to train staff in flexible models which develop skills, dispositions, and capacity for life-long learning.

Inspire Innovation in Learning and Teaching

Develop innovative solutions for schools through collaboration with partners.

Concluding thoughts:

Building toward a better future together

Michigan Virtual continues to play an important role as a statewide laboratory to model learning innovations in Michigan's K-12 community. Moving forward, we'd love to partner with you to harness design thinking, engage in pilot demonstrations, conduct research, and/or collaboratively create a shared understanding of the future of learning.

We're eager to learn *from* you and *with* you. To build toward a better future, we'll need a diverse group of stakeholders dedicated to listening, learning, and supporting one another to effect practical changes that improve student outcomes. If you're interested in exploring what a partnership with *Michigan Virtual* might look like, don't hesitate to reach out!

Our Board of Directors

Our board of directors governed the creation of this strategic plan by positing a vision for what's needed to move Michigan education forward and laying a clear framework for how *Michigan Virtual* is uniquely positioned to contribute to this vision. The powerful thinkers on our volunteer board of directors represent business, industry, higher education, K-12 education, and state government.

Jamey Fitzpatrick
President & CEO
Michigan Virtual

Brian Broderick
Chair
Executive Director
MANS

Amanda Wagenschutz
Vice-Chair
Vice President of People & Culture Operations
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