

# 2025-2030 **Strategic Plan**



MICHIGAN  
VIRTUAL



# Letter from the President & CEO

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Dear Stakeholders,

We are excited to introduce our 2025-2030 Strategic Plan, which builds on more than a quarter century of pioneering online learning for Michigan students, conducting research, and expanding access to online professional development for Michigan educators. This new plan aligns with our mission to "maximize learning and teaching by integrating the best in people and technology."

In partnership with our volunteer board of directors, we spent several months analyzing educational trends and gathering input from stakeholders. School and district leaders emphasized the need for a trusted partner in navigating educational innovations. In response to this input, our plan focuses on three strategic priorities:

1. Drive Educational Change
2. Broaden Student Pathways
3. Power Professional Learning

To achieve these goals, we will provide the tools and insights, while modeling and building the collaboration needed to pursue innovative educational models. We will work with Michigan employers, higher education, K-12 and industry partners to offer flexible learning structures, real-world projects, virtual internships, and more. We also aim to double professional learning hours from 750,000 to 1,500,000 to address Michigan's talent development needs.

Implementing personalized learning strategies at scale has always been a challenge. We believe the only way this vision can be fully achieved is by leveraging the unique human skills of professional educators with powerful technological innovations such as artificial intelligence (AI). This powerful combination can create high touch and high-tech learning environments enabling each student to reach their full potential.

Education leaders have asked for help knowing innovation is often messy without a clear path to success. This plan reaffirms our commitment to partner with schools and serve as a statewide laboratory for educational innovation. We invite you to join us in transforming education in Michigan and look forward to a continued journey of research, discovery, learning, and innovation!



Jamey Fitzpatrick  
President & CEO

# Our Mission, Vision, & Values

*Who we are & what we value*

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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

Maximize learning and teaching by bringing together the best in people and technology.

## Our Vision

Be Michigan's leader for innovation in education.

## Our Values

### ✓ Put Learners First

We believe learners are central to our mission and vision.

### ✓ Act with Integrity

We are respectful, honest, accountable, and trustworthy with each other and our stakeholders.

### ✓ Champion Diversity

We seek different voices, faces, ideas, backgrounds and believe human diversity, the seen and unseen, drives innovation and creativity.

### ✓ Commit to Excellence

We provide quality products, services, and relationships to satisfy all stakeholders.

### ✓ Cultivate Creativity

We inspire curiosity and innovative problem solving.

# Our Strategic Priorities

*What we are focused on*

## **DRIVE** Educational Change

Urgency is increasing in our stakeholders to design, develop, and deploy new educational models that serve diverse learner needs. We partner with educational leaders and empower them with the tools and insights needed for transformation, positioning ourselves as thought leaders in forecasting and adapting to emerging trends in the future of learning. Key to our strategy is forming collaborative partnerships with like-minded educational organizations. These alliances enhance our capacity to introduce and implement innovative and transformational learning models, ensuring learning communities are well-prepared for the future.

## **BROADEN** Student Pathways

Many students have difficulty seeing the relevance of their learning, struggle with engagement, and often do not have a clear vision for their future. We will enrich students' educational journey by expanding access to a diverse array of engaging core and high-interest elective offerings. We'll focus on preparing students for success beyond school, equipping them with the skills and knowledge needed for both college and careers. To achieve this, we aim to collaborate with Michigan employers, higher education institutions, education associations, and industry partners to integrate a variety of approaches, such as job-ready certifications, real-world project-based learning, virtual internships, tutoring services, career coaching, and innovative capstone experiences. These approaches will embrace a mix of traditional semester-length delivery models as well as new flexible learning structures.

## **POWER** Professional Learning

Michigan sits on top of an unprecedented need for talent development. We will scale our professional learning services while providing positive experiences that people want to tell their friends and colleagues about. We will accomplish this by partnering with Michigan organizations and others whose work directly or indirectly impacts students, education personnel, or the educational system. We will offer high-quality, in-person and online options that reach more than 100,000 learners while maintaining fidelity, affordability, and designing with all learners in mind.

# Our Priority Metrics

*How we will measure success*



## **DRIVE** Educational Change

### **Ignite Transformation**

Cultivate engagement in at least 400 learning communities to test, adopt, or scale a portfolio of educational innovations.

### **Grow Impact**

100 or more learning communities self-report actionable implementation of new learning models and innovations for local needs based on support from Michigan Virtual.

### **Sustain Diverse Partnerships**

Maintain multi-year partnerships in at least 25% of the learning communities while focusing on at least 25% of the communities identified as high-need areas by the state annually.



## **BROADEN** Student Pathways

### **Expand Access**

Expand college and career readiness enrollments from 4,000 to 8,000 or more annually.

### **Grow External Partners**

Develop at least 10 strategic alliances with employers, higher education institutions, or education/business associations that result in expanded career pathway programming for Michigan's secondary students.

### **Offer Real World Opportunities**

Develop and launch at least 15 student-facing educational offerings or services that include new and compelling features such as flexible learning structures, certification readiness, real-world project-based learning, virtual internships, tutoring services, career coaching, or innovative capstone experiences.



## **POWER** Professional Learning

### **Scale Learning**

Double completed professional learning hours from 750,000 to 1.5M or more annually.

### **Inspire Ambassadors**

70% of respondents will give us a 9 or 10 (out of 10) annually to the following question: "How likely is it that you would recommend Michigan Virtual to a friend or colleague?"

# Our Strategic Accelerants

*What helps us achieve our priorities*

## EVOLVE DIGITAL ECOSYSTEMS

Users expect secure systems that are easy to use. We commit to evolving our digital ecosystem to address both needs. By “digital ecosystem” we mean the infrastructure and technologies we use to provide services to our stakeholders or support our staff. By providing safe, secure, yet easy to use platforms, we believe we will accelerate the work on our three strategic priorities.

## BE A TALENT DESTINATION

Our employees are our most valuable assets. We want to attract and retain top-tier talent. We do this by making Michigan Virtual an exceptional place to work where people get to do engaging work with interesting people, have appropriate flexibility and work-life balance, and are compensated fairly.

## PROMOTE FISCAL HEALTH

To achieve our priorities and fulfill our mission, we must be financially prudent. This means investing in new areas of growth and advancement while also operating in a sustainable and responsible manner. Striking the proper balance will allow us to better serve our stakeholders through increased offerings and quality service.



# Our Accelerant Metrics

*How we measure success*



## EVOLVE DIGITAL ECOSYSTEMS

### Ensure Security and Data Privacy

Achieve compliance with internationally recognized security controls (e.g., CIS Critical Security Controls v8, IG1 and IG2) and data governance standards (e.g., TrustEd Apps).

### Offer Ease of Use

75% of respondents will agree or strongly agree that our systems and processes are easy to use. We will assess in 5 areas:

- **Overall** - *Michigan Virtual* is easy to use.
- **Search** - *Michigan Virtual* makes it easy to find what I am looking for.
- **User Management** - *Michigan Virtual* makes it easy to create a user account or recover my login information.
- **Registration/Enrollment** - *Michigan Virtual* makes it easy to enroll in a course.
- **Pacing/Grading** - *Michigan Virtual* makes it easy to see how well I am doing in my course.

## BE A TALENT DESTINATION

### Maintain Employee Satisfaction

90% or more of staff are highly satisfied with working at *Michigan Virtual*.

## PROMOTE FISCAL HEALTH

### Balance Budgets

Operate in the black except for Board-approved strategic uses of reserves.

# What's next?

*Building together toward a better future*

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As we look forward to the ambitious and necessary work in this Strategic Plan, we're reminded about the role *Michigan Virtual* plays as a statewide leader for learning and innovation.

*Michigan Virtual* continues to shape and illuminate educational innovations throughout Michigan's K-12 system. As we move forward, we are excited to explore new approaches in classrooms, conduct research, and develop visionary experiences for the future of learning.

Our goal is to expand student experiences and improve student outcomes by embracing diverse perspectives and innovative ideas. If you're interested in exploring partnerships and possibilities with *Michigan Virtual*, we invite you to reach out and discover how we can learn and work together!





# Our Board of Directors



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President & CEO  
Michigan Virtual



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