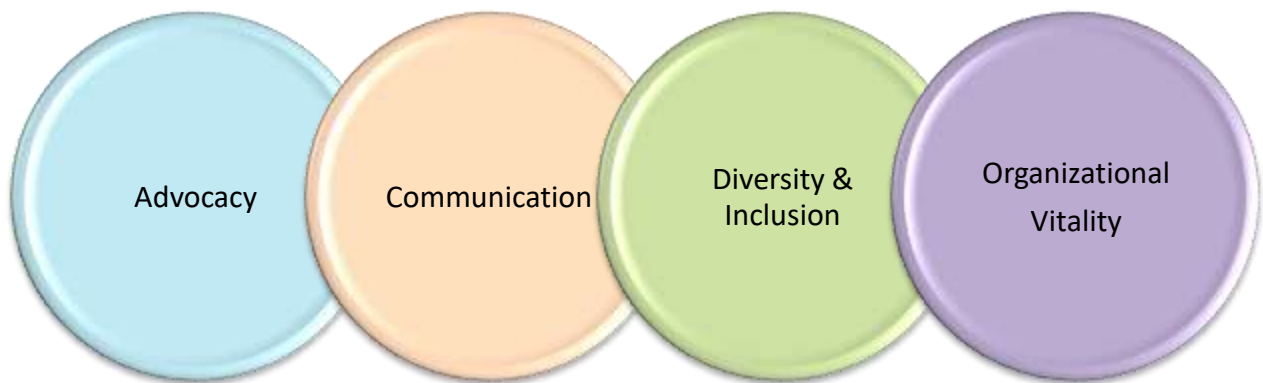


# Massachusetts Music Educators Association Strategic Plan 2019 - 2023



# Massachusetts Music Educators Association

## Strategic Plan 2019 - 2023

Mission			
The Massachusetts Music Educators Association supports comprehensive and innovative quality music education for all students by promoting best professional practices for music educators.			
Vision			
The Massachusetts Music Educators Association will be the leading voice for Music Education for all by:			
<ul style="list-style-type: none"> <li>• Respecting traditions</li> <li>• Encouraging innovations</li> <li>• Fostering ideas</li> <li>• Forging partnerships</li> <li>• Building community</li> </ul>			
Values			
<ul style="list-style-type: none"> <li>• Access - Providing music education to all students as part of a well-rounded, comprehensive instructional program.</li> <li>• Excellence - Promoting high-quality standards with relevant opportunities in music.</li> <li>• Diversity - Fostering inclusive music opportunities, curricula, and professional development that celebrates exceptionalities, identities, orientations, and cultural backgrounds.</li> <li>• Collaboration - Connecting members and uniting stakeholders to support music education through networking, volunteerism, advocacy, and leadership development.</li> <li>• Professionalism - Modeling behavior appropriate to the profession by being proactive, organized, productive, and dedicated.</li> </ul>			
Strategic Directions			
1. Advocacy	2. Communication	3. Diversity & Inclusion	4. Organizational Vitality
A. Increase Hill Day participation	A. Create monthly member Newsletters	A. Establish Diversity Committee	A. Establish Emerging Leaders Program
B. Develop advocacy materials	B. Establish Director of Communication Position	B. Investigate festival policies and practices	B. Review E-Board Operating Handbook
C. Support underserved schools	C. Evaluate and enhance all forms of communication – website, social media, etc.	C. Investigate access for music education across the Commonwealth	C. Recognize volunteers from each District
D. Establish Administrator of the Year Award	D. Increase communication and engagement with collegiate members	D. Promote diverse composers, conductors, and clinicians	D. Investigate location and fiscal health of annual Conference and All-State
E. Increase access to ESSA funding		E. Investigate adding new student opportunities	E. Establish Partnerships Committee
F. Establish District Advocacy Reps			F. Create MMEA Operations Team

## Strategic Direction 1: Advocacy

**MMEA will work with stakeholders to promote the importance of music education in all communities of the Commonwealth.**

<b><i>ACTION PLAN</i></b>	<b><i>Timeline</i></b>	<b><i>Who</i></b>	<b><i>Metric</i></b>
1A. Increase the participation, including collegiate members and retired members, in the Boston Hill Day – advocacy meetings with MA Legislative membership	Spring 2020 Ongoing	Advocacy Chair Collegiate Chair	Increase of 10% annually
1B. Continue to develop promotional advocacy materials, data, research, and testimonials to share with constituents and stakeholders	Ongoing	Advocacy Chair State President	Online repository of stories, data, and research
1C. Support educators and students of underserved or marginalized communities by offering resources, professional development, networking, grant opportunities, etc.	Spring 2020 Ongoing	Advocacy Chair Board	Minimum of 2 target schools per school year
1D. Establish and promote an “Administrator/Superintendent of the Year” award to one person who models how arts should be supported in the Commonwealth	Spring 2020 Annually	Board	Award is presented annually at conference
1E. Promote resources to assist members with accessing ESSA funding for local music education by hosting webinars, offering articles in the MMEA journal, email, etc.	Fall 2019 Ongoing	Board Advocacy Chair NAfME Office	Increased access of ESSA Funds
1F. Establish Advocacy representatives in each District to assist State Advocacy Chair with advocacy initiatives across the Commonwealth	Fall 2020	Board Advocacy Chair	Advocacy Network is established

## Strategic Direction 2: Communication

**MMEA will enhance and improve internal and external communications with members, partners, and the public with transparency through a variety of channels.**

<i><b>ACTION PLAN</b></i>	<i><b>Timeline</b></i>	<i><b>Who</b></i>	<i><b>Metric</b></i>
2A. Create and distribute Monthly Member Newsletters to promote district and board highlights - including but not limited to news, deadlines, All-State board minutes, budgets, etc.	Fall 2019 Ongoing	President & Board	Increased awareness of MMEA programs and initiatives  Increased member engagement
2B. Create Director of Communication position who will be responsible to create and promote relevant content on a regular basis through various media outlets including but not limited to the MMEA website, newsletters, emails, etc.	June 2020	Board	New Board Position
2C. Evaluate and enhance all forms of communication - social media, website, newsletters, emails, publicity, etc..	Summer 2021 Ongoing	Director of Communications	Efficient Website Navigation  Social Media Metrics
2D. Promote participation and increase awareness of MMEA programs, initiatives, and resources on all college campuses.	Fall 2020	Higher Ed Rep District Chairs	Increased Collegiate membership and engagement

### Strategic Direction 3: Diversity & Inclusion

**MMEA will promote practices, policies, and procedures to ensure that all students have access to a music education that values diverse musical practices and inclusive opportunities.**

<i><b>ACTION PLAN</b></i>	<i><b>Timeline</b></i>	<i><b>Who</b></i>	<i><b>Metric</b></i>
3A. Establish a Diversity Committee	Summer 2020	Board	Committee is approved
3B. Investigate festival practices and policies to address: <ul style="list-style-type: none"> <li>• inequality of access to festivals and auditions</li> <li>• geographical barriers for state festivals and conferences</li> <li>• appropriate language for concert dress, ensemble names, and ensemble participation</li> </ul>	Fall 2020	Diversity Committee Board	Policy revisions Increased participation by marginalized populations
3C. Investigate school districts' support for music education across the Commonwealth to identify levels of access and provide support as appropriate <ul style="list-style-type: none"> <li>• Review budget, schedule, staff, festival participation, transportation, dues, inventory, etc.</li> </ul>	Fall 2021	Diversity Committee	Establish School District Profile for Music Education
3D. Promote diverse composers, conductors, and clinicians, especially those from marginalized communities.	Fall 2019 Ongoing	Board Diversity Committee	Increase participation by traditionally underrepresented composers, conductors, and clinicians
3E. Investigate adding new student opportunities at elementary, middle school, and high school levels; possibly at District or All-State <ul style="list-style-type: none"> <li>• Ensemble possibilities - treble choir, modern band, bucket drumming, etc.</li> <li>• Composition Program/Showcase</li> </ul>	Summer 2021	Board Diversity Committee	New ensembles established Composition program established

## Strategic Direction 4: Organizational Vitality

MMEA will ensure the long-term organizational and fiscal stability of the association.

<i>ACTION PLAN</i>	<i>Timeline</i>	<i>Who</i>	<i>Metric</i>
4A. Establish an Emerging Leaders Program to identify, encourage and support new leaders through personal connection	Spring 2020	Board District Leaders Emerging Leaders Coordinator	Increased participation and engagement of new leaders within various aspects of MMEA
4B. Review and update the E-Board Handbook to support current leadership	Fall 2019	ExCom Board	Revised handbook
4C. Recognize volunteers from each District annually at the Conference	Spring 2019 Ongoing	President Board	Increased volunteerism
4D. Establish a committee to investigate fiscal health and alternative locations for the conference and All-State festival to minimize financial loss	Summer 2020	ExCom Conference Committee Board	Decrease overall budgetary loss from conference and All-State
4E. Establish a Partnerships Committee to serve as a liaison with partner organizations and associations and seek new partnerships	Summer 2022	Board Partnerships Committee	Establish and/or Strengthen Relationships with Partner Organizations
4F. Establish the MMEA Operations Team including the Executive Director, along with other appropriate positions, to support the fiscal and operational management of the association	Fall 2019	Board	Operations Team

## **Narrative/Recommendations:**

- This Strategic Plan should serve as MMEA's guiding document for the next four years and should be consulted for all major decisions for the association.
  - The annual budget should reflect the Strategic Directions set forth in this plan.
  - Policies, both new and revised, should support the Strategic Directions.
  - Committee work and Board meetings should be focused on achieving Action Plans.
  - Any decisions or requests that are brought before the Executive Committee or State Board that do not support the Strategic Plan should be carefully considered regarding the amount of time, cost, and support that may be required. MMEA should remain focused on the priorities outlined in this plan, and realize that programs and/or initiatives that do not support the plan may jeopardize the achievement of the plan's objectives.
- A key to achieving the outcomes desired in each Strategic Direction is creating a shared vision for the association and focusing the work and discussion of the association on the mission. Committees and the Board should review the Mission and Vision regularly. Another significant factor is creating ownership by the membership and the various constituencies who are charged with accomplishing various aspects of the plan. It is important to stay focused on the desired outcomes and hold people accountable for their time and work. It is also important to highlight the relevance that each Action Plans has for your members and how those items work to achieve the Mission and Vision.
- It is the ultimate responsibility of the State President and the Executive Committee to see that the Action Plans are achieved by the desired deadline. Meeting agendas should include specific, targeted agenda items, and committees should be charged with specific tasks and deadlines to complete their work.
- Specific metrics should be developed for each Action Plan based upon the recommendations of the individual or committee assigned to each item.
- Advocacy should play a significant role in achieving the Mission and Vision of this plan. Each Strategic Direction and associated Action Plan will require support, both internally and externally, to be achieved. Maintaining a strong line of communication between the leadership and membership, as well as with external constituencies is critical. Some ideas include:
  - The Executive Committee should review the plan on a bi-monthly basis and should include an update to the State Board on a quarterly basis.
  - The plan should be presented to the membership during a session at your annual conference in Spring 2020.
  - A copy of the plan should be easily accessible on the MMEA Website. Updates can be included as desired.
  - The plan should be published annually in Journal. Updates can be included as desired.
- Begin planning for your next Strategic Plan in the Summer of 2022.