

New Jersey Music Educators Association Strategic Plan 2018 - 2022



Committee: Amy Burns, Maureen Butler, Rick Dammers, Rhea Fernandes Robert Frampton,
Ron Heller, William McDevitt, Patrick O'Keefe, Jeff Santoro, Colleen Sears, Debra Sfraga

Scott Sheehan, Facilitator

New Jersey Music Educators Association

Strategic Plan 2018 - 2022

Mission		
The mission of the New Jersey Music Educators Association is to provide access to an inclusive music education for all students by supporting music educators in their advancement of quality music instruction and practice.		
Vision		
The vision of the New Jersey Music Educators Association is to ensure that every child can artistically express themselves and unlock their creative potential through music in a way that is culturally relevant, meaningful, and valued.		
Values		
<ul style="list-style-type: none"> • Integrity: We value openness, honesty and transparency in our association. • Excellence: We work to support excellence in musical experiences, which occurs in many contexts and musical practices. • Equity: We value an inclusive, culturally relevant, and diverse music education for all students. • Leadership: We are committed to serving others through music education for the greater good of society. • Visionary: We seek innovative solutions in response to current and future trends in music education. • Membership: We value the diversity, commitment, and talents of our members and their contributions to music education. 		
Strategic Directions		
1. Communication	2. Diversity & Inclusion	3. Organizational Vitality
A. Increase social media presence	A. Use Diversity Benchmarks to review programs, practices, policies, etc.	A. Examine region and state governance practices
B. Engage collegiate members through social media trending	B. Develop diverse practices Spotlight program	B. Investigate committee and board structures
C. Enhance and improve the NJMEA Website	C. Increase All-State and Honors Ensembles diversity and access	C. Develop Leadership Program
D. Highlight diverse music making through multiple media resources	D. Increase professional development focusing on IDEA practices	D. Enhance Mentor Program
E. Establish Membership Chair	E. Develop Diversity Statement	E. Create plan for full-time Executive Director
F. Establish Partnerships Committee		F. Improve effectiveness of committee work using technology

Strategic Direction 1: Communication

NJMEA will enhance and improve internal and external communications with members, partners, and the public.

<i>ACTION PLAN</i>	<i>Timeline</i>	<i>Who</i>	<i>Metric</i>
1A. Establish a network to increase social media communications and awareness for NJMEA events, programs, deadlines, etc. (Facebook, Instagram, Twitter, LinkedIn, etc.)	Fall 2018 Ongoing	Social Media Coordinator Webmaster	Yearly Review; Increase member engagement through Social Media platforms Social Media Metrics
1B. Establish procedures to increase social media trending opportunities and engagement for collegiate members and others - stories, polls, etc.	Spring 2019	Social Media Coordinator, Collegiate Chair & Members	Retention of membership from collegiate to active member Increased collegiate member engagement
1C. Website Organization: <ul style="list-style-type: none"> • Ensure all information on the NJMEA website up to date and relevant • Streamline and enhance content and layout on the NJMEA website and social media platforms to allow for ease of navigation and connectivity 	Fall 2018 Ongoing	Webmaster Board	Performance Review; Biannual Review of Website; Efficient Website Navigation Social Media Metrics
1D. Create a "Spotlight" program to highlight events and programs, schools, teachers, etc. from diverse aspects of music education throughout New Jersey	2018-2019 Ongoing	Board; TEMPO Editor; Social Media Coordinator	Increased Member Engagement;

<p>1E. Establish a Membership Chair position</p> <ul style="list-style-type: none"> • Create a new member outreach plan including communication with collegiate chapters • Work with the Executive Director to consistently recruit, retain, and engage members 	<p>Summer 2019</p>	<p>Board</p> <p>Membership Chair</p>	<p>Increased membership</p>
<p>1F. Establish a Partnerships Committee</p> <ul style="list-style-type: none"> • Serve as a liaison with partner organizations and associations and seek new partnerships • Solicit new conference session presenters and performers 	<p>Summer 2020</p>	<p>Board</p> <p>Partnerships Committee</p>	<p>Establish and/or Strengthen Relationships with Partner Organizations</p>

Strategic Direction 2: Diversity & Inclusion

NJMEA 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>ACTION PLAN</i>	<i>Timeline</i>	<i>Who</i>	<i>Metric</i>
2A. Annually review publications, presentations, membership, and student offerings using diversity and inclusivity benchmarks developed by the IDEA Committee	Benchmarks Developed 2018-2019 Ongoing Review Beginning Summer 2019	IDEA Committee	Annual Review measured against population benchmarks
2B. Develop Diverse Practices Spotlight <ul style="list-style-type: none"> • Highlight diverse music making practices (beyond traditional ensemble pedagogy) throughout NJMEA-sponsored events • Include focus articles in each issue of TEMPO highlighting innovative practices which are integrated into curriculum 	Fall 2018 Ongoing	IDEA Committee Webmaster TEMPO Editor Board Conference Chair	Increased visibility of diverse music making practices
2C. All-State and Honors Ensembles <ul style="list-style-type: none"> • Ensure diverse conductors, repertoire, composers, etc. • Promote access for underserved populations 	2018-2019 School Year	Performance Chairs Members of the IDEA Committee NJMEA Past President Crescendo Foundation	Increased diversity in conductors, repertoire, and composers for honors ensembles Increased diversity in honors ensemble membership

<p>2D. Focused professional development</p> <ul style="list-style-type: none"> Schedule diversity and inclusion sessions at conferences, workshops, etc. which are reviewed by the IDEA Committee and scheduled throughout the annual conference 	<p>2019-2020 School Year</p>	<p>Conference Chair</p> <p>IDEA Committee</p>	<p>Increased offering of diversity and inclusion sessions at conferences</p>
<p>2E. Develop and adopt diversity and inclusion statement</p>	<p>Develop 2018-2019</p> <p>Complete Summer 2019</p>	<p>IDEA Committee</p> <p>Board</p>	<p>Adoption of Statement</p>

Strategic Direction 3: Organizational Vitality

NJMEA 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>
3A. Establish a committee to examine Governance best practices, externally and internally, in regard to Region structure, representation, and operations in relation to the State organization	2018-2019 School Year	Board Region Presidents With assistance from NAFME	Committee Recommendations
3B. Investigate structures, committees, and positions of state MEA Boards and/or other associations to determine optimal Board effectiveness for both voting and non-voting board members	2019-2020 School Year	ExCom	Increased Board Effectiveness & Efficiency
3C. Develop a comprehensive leadership program that encourages all members to serve as leaders within NJMEA	Fall 2018	Leadership Committee Chair, and other Past Presidents	Increased number of volunteers as well as candidates for state and region positions NJMEA leadership reflects the population of music teachers in New Jersey
3D. Examine well-established mentor programs and establish a relevant NJMEA Mentor Program in conjunction with affiliated organizations	2020-2021 School Year	Mentor Steering Committee in conjunction with NJRMEA	Increase effectiveness and awareness of mentor program; mentor accountability review

<p>3E. Establish a succession plan and transition to a Full-Time Executive Director</p>	<p>Establish succession plan 2019-2020 year.</p> <p>Hiring Process 2020-2021 year.</p>	<p>Board</p> <p>In consultation with other MEA's and NAFME</p>	<p>Executive Director in place by July 1, 2021</p>
<p>3F. Increase effectiveness of committee work through use of technology (Zoom, GoTo Meeting, etc.)</p>	<p>Fall 2018</p> <p>Ongoing</p>	<p>Board, Committee Chairs, etc.</p>	<p>More consistent and effective meetings</p>

Narrative/Recommendations:

- This Strategic Plan should serve as NJMEA'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. NJMEA 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 2019.
 - A copy of the plan should be easily accessible on the NJMEA Website. Updates can be included as desired.
 - The plan should be published annually in TEMPO magazine. Updates can be included as desired.
- Begin planning for your next Strategic Plan in the Summer of 2021.