

## Virginia Music Educators Association Strategic Plan 2021-2023

VMEA Mission: To promote quality music education throughout the Commonwealth by providing leadership, instructional resources, and professional development opportunities for Virginia’s music educators.

Core Values & Beliefs:

- All students deserve equitable access to a high-quality music education that is taught by a certified music educator.
- Music is a “core” subject according to [ESSA](#), and as such, should be treated as an academic subject that is essential for every student.
- Music instruction develops the whole child, and parallels life skills through the study of the artistic process using inquiry-based models.
- Reading, creating, studying, and performing music directly connects to the Profile of a Virginia Graduate 5 C’s: creativity, critical thinking, communication, collaboration, and citizenship.
- Music lies within each of us and is an integral part of being human; therefore, it must be cultivated and nurtured in every student.

Overview of Goals				
Goal #1: Provide professional development and resources/materials for music educators to support best practices in music education	Goal #2: Develop and enhance membership	Goal #3: Develop current and future leadership	Goal #4: Advocate for music education in all Virginia schools	Goal #5: Organizational Vitality
Strategy 1A. Offer and expand professional development opportunities	Strategy 2A: Communicate effectively and efficiently with membership and other stakeholders	Strategy 3A. Identify and develop a diverse pool of leaders	Strategy 4A. Build capacity in members and provide the necessary resources to advocate in their local communities	Strategy 5A. Keep the organization in good financial health in order to sustain the viability of our members
Strategy 1B. Create, generate, and share diverse materials and resources for members	Strategy 2B: Engage elementary music educators into and within the organization	Strategy 3B. Develop future and young leaders within the organization	Strategy 4B. Be strong advocates at the state and national level	Strategy 5B. Cultivate partnerships & sponsorships in order to keep our organization solvent and increase membership experiences & opportunities
	Strategy 2C: Increase access into the organization			Strategy 5C. Review & refine the systems and structures of the organization

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**Goal 1: VMEA will provide professional development and resources/materials for music educators to support best practices in music education.**

Strategy 1A: Offer and expand professional development opportunities			
Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
Increase the number and variety of PD offerings throughout the year using multiple delivery methods.	PD Coordinator, in coordination with VAMEA, Section Presidents, and Executive Board	Ongoing (January 2021 with Advocacy) Suggest breaking this down into what you want to achieve each year of the strategic plan. Excel spreadsheet is much easier for a strategic plan.	Yearly Calendar  Attendee data  Surveys from attendees
Provide conference sessions in real-time and in a virtual format.	PD Coordinator, Conference Planning Committee,	Fall 2021	Conference Program, including specific metrics for # of sessions in virtual format TBD
Provide PD opportunities in underserved regions of the state.	PD Coordinator, in conjunction with Council of Review and specific District Representatives	2023	Event Program  Metrics such as attendance, sessions, # of events offered  Survey of participants
Dedicate funding to secure conference presenters and speakers who are local/regional/national experts in: <ul style="list-style-type: none"> <li>● culturally responsive and</li> </ul>	PD Coordinator, Conference Planning Committee, and Executive Board in partnership with DEI Council	<b>Winter/Spring 2021</b> Identify source of funding; brainstorm presenters <b>May 2021</b> Contact desired presenters	Conference program & specified conference presenters

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<p>antiracist teaching practice</p> <ul style="list-style-type: none"> <li>Representing an underrepresented area or genre in music education, such as hip-hop, gospel choir, dedicated music technology courses, creativity/innovation, composition, inclusivity, or other identified areas</li> </ul>		<p><b>July/August 2021</b> Secure selected presenters</p> <p><b>November 2021</b> Presenters at conference</p>	
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### Strategy 1B: Create, generate, and share diverse materials and resources for members

Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
<p>Create, build, and implement an Equity Framework</p> <ul style="list-style-type: none"> <li>Define the terms diversity, equity, inclusion, and access, and clarify what these terms mean in our organizational context</li> </ul>	Diversity, Equity, and Inclusion (DEI) Council	<p><b>Spring 2021</b> Definitions</p> <p><b>Spring 2022</b> Framework</p>	<p>Definitions posted on VMEA documents, website, Notes, etc.</p> <p>Final document- Equity Framework</p>
<p>Create a visible and easy-to-navigate place on the website to a page and/or folder containing diverse materials and resources shared by any VMEA member who wants to contribute</p>	DEI Council & Executive Director, with webmaster	Spring 2021	<p>Google folder with diverse materials and resources</p> <p>Shared via email, other avenues with membership</p>
<p>Share resources and lesson ideas</p>	Social Media Team	Spring 2021	<p>Links, photos, videos shared on</p>

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on social media platforms as well as informative links for professional development (monthly).			FB, instagram or twitter
Create curriculum maps/pacing guides to aid in instructional implementation of new SOLs	Music Education Council	Spring 2022	Documents on VMEA website and shared with members
Provide guidelines to interpret state SOLs, and minimum materials for implementation	Music Education Council	Summer 2022	Documents on VMEA website and shared with members
Develop best practices for each music strand	Music Education Council, in conjunction with Section President	Spring 2023	Documents on VMEA website and shared with members
Develop assessment models in the areas of rubrics, project-based learning, and cornerstone assessments	Music Education Council, in conjunction with Section Presidents & supporting organizations	Spring 2023	Documents on VMEA website and shared with members

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**Goal #2:** VMEA will develop and enhance membership.

Strategy 2A: Communicate effectively and efficiently with membership and other stakeholders			
Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
In an effort to be transparent, produce an Annual Report to share progress and metrics with the membership and public about organization accomplishments and growth	VMEA Notes Editor, in coordination with the VMEA Pres Committee and Executive Board	Launch a "Mini Annual Report" Summer 2021 (1-2 pages) to report progress on areas in the previous strategic plan	Annual Report document shared with membership, posted on the website, and shared with stakeholders
Add photographs and short bios of VMEA Leadership on the VMEA & section websites to help members identify leaders and connect with them.	Executive Director, in collaboration with Executive Board and webmaster	December 2021	80% or more VMEA Leadership have an identifying photo and brief bio on the VMEA and/or respective Section websites
Maintain/Increase a social media presence to promote the organization & music education in general, and communicate regularly with the membership.	Social Media Team in collaboration with VMEA President, Executive Director, Section Presidents, Council Chairs	Develop as soon as possible for implementation by spring 2021 if possible.	Social media metrics, weekly/daily posts, relevant discussion, etc.
Maintain active communication to membership through email newsletters, social media, website, and NOTES directly to ALL members	Executive Director, VMEA Pres Committee, Section Presidents		
Share resources and lesson ideas on social media platforms as well	Executive Director, Social Media team, others?	Summer 2021	Links, photos, videos shared on FB, instagram or twitter

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as informative links for professional development (monthly).			
Add email newsletter component of VMEA Notes, perhaps highlighting selected content and announcing when the season's Notes are available (or evolve document into email newsletter)	Notes Editor, Executive Director	Summer 2022	Fall 2022 starting email messages to all membership about VMEA Notes
Provide support to teachers without a music specialist/supervisor	VAMEA President, Social Media Team	Ongoing	"Ask an Administrator" section of the website  Market on social media

### Strategy 2B: Engage elementary music educators into and within the organization

Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
Develop an All-Virginia Elementary Orff Ensemble to perform at the VMEA Conference	VEMEA Pres & Pres-Elect and AVEOE Chair	Spring 2021- Fall 2021	AVEOE Performance at the VMEA Conference
Create virtual mini-share sessions among VEMEA members across the state throughout the school year with time for virtual socializing at the end of each session.	VEMEA Leadership	Fall 2021- Spring 2022	Advertisement via calendar , website, social media, emails, etc.  Attendance metrics  Post-event survey

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Hold discussion forums with <u>non-members</u> , focusing on elementary and general music teachers in a variety of geographic areas	VMEA President, Membership Chair, VEMEA Leadership	Spring 2022	Communication to non-members Number of participants  Discussion & survey from attendees
Encourage teachers within the district to join VMEA/VEMEA	VEMEA Leadership, District Reps, Membership Chair	Ongoing	Communication documents-website, social media, emails, district meetings  Membership Data

Strategy 2C: Increase access into the organization			
Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
Establish Collegiate chapters and partnerships at Virginia Historically Black Colleges & Universities, and engage with their membership directly	CoVMEA Leadership, with support from Executive Board	(not sure if there are specific timelines/"seasons" for chapter establishment)	Number of new Collegiate Chapters formed
Provide assistance to Collegiate Chapters & Students <ul style="list-style-type: none"> <li>● increase students' access to conference via financial assistance or video access by deferring travel, lodging, registration, or other expenses</li> </ul>	CoVMEA Advisor, CoVMEA Board, Executive Board	<b>2021</b> Development <b>2022</b> Implementation	Increased number of collegiates in CoVMEA  Increased attendance by collegiate members at conference

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<ul style="list-style-type: none"> <li>• “Sponsor a collegiate” program where a donor may pay a collegiate NAFME dues</li> </ul>			
Develop Guitar as a section under VMEA	Guitar Council Chair & VMEA President’s Committee	June 2022	Creation of VGDA
Increase Tri-M chapters with VMEA and/or NAFME financial support	Tri- M Chair	Annually	Report to Executive Board by Tri-M Chair in June
Mentorship Program	Mentorship Chair	Annually	Report to Executive Board by Mentorship Chair in January
Establish online voting system to remove barriers to participating as an active member (such as attending conference)	Executive Director, Executive Board, VMEA Treasurer	<b>June 2021</b>  <b>Fall 2021</b> System is implemented for fall elections	Implementation of online voting system



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**Goal #3:** VMEA will develop current and future leadership.

Strategy 3A: Identify and develop a diverse pool of leaders			
Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
Identify candidates for leadership positions from all under-represented/marginalized peoples and open conversations with those identified to ascertain interest, availability, specific strengths/areas of interest.	Council of Review, including District Reps	Begin immediately with a goal of having names on the ballot at the next election, and also for consideration for appointed positions at the earliest availability.	A more diverse & representative slate of leaders in the organization.
Hold a Leadership interest session in advance of upcoming election cycles to answer questions of members	VMEA Pres-Elect, Section Presidents, sub-group of Executive Board	May 2021 (Through Zoom? Stream live on Facebook?)	Increased slate of new Leadership running for positions in the Fall 2021 leadership cycle
Hold Leadership opportunities/trainings throughout the year, and at conference, that encourage leaders of all ages, years of experiences, geographic regions, and demographics to self-identify	VMEA President, with Executive Director, Section Presidents, other identified individuals	November 2021	Increased slate of new Leadership running for positions in the Fall 2021 leadership cycle!
Add to the Annual Leadership Symposium: <ul style="list-style-type: none"> <li>• An open process for members to self-identify interest to section leadership</li> </ul>	VMEA Pres-Elect, Section Presidents, with identified support team	<b>Summer 2021</b> -Create and evaluate application <b>Late summer/September 2021</b> -Draft mentorship/shadowing guidance for selected participants <b>June 2022</b>	-Survey data to include when/how LS participants worked with a mentor after fall event participation -1 or more self-identified Leadership Symposium

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<ul style="list-style-type: none"> <li>Assigning LS participants to a VMEA Council of Review mentor, with guidance and expectation for mentorship/shadowing through their time within the program</li> </ul>		Executive Board Meetings -Assign Fall 2021 Leadership Symposium participants a mentor under established guidelines through <b>June 2022</b>	participants are included from the open application process.
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Strategy 3B: Develop future and young leaders within the organization			
Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
Create a system of electing collegiate officers that removes barriers to voting, allowing equitable and inclusive access to voting by all collegiate members	Collegiate Advisor, CoVMEA Board	2021 System development  no later than 2022 System implementation	Online voting system for collegiate officer elections
Develop future music educators by providing "Future Music Educators" experiences for high school students	VAHME, CoVMEA Board, Collegiate Advisor		Event  Participation data, post-event survey data  Increased number of students enrolling in music education programs

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**Goal #4:** VMEA will advocate for music education in all Virginia schools.

Strategy 4A: Build capacity in members and provide the necessary resources to advocate in their local communities			
Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
Establish a list of talking points that emphasizes the necessity of music at all levels of education.	Section Presidents and Advocacy/Government Relations Committee	Feb 2021  Spring 2021	Distribution of materials to membership via Hill Day  Posted on website
Create an advocacy web page with tools to members for use in their local communities	Advocacy/Government Relations Chair & Committee	Spring 2021	fully finalized web page

Strategy 4B: Be strong advocates for music education at the state and national level			
Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
Provide annual advocacy trainings for membership	Conference Planning Committee, Advocacy/Government Relations Committee	Quarterly, including at the annual conference	Program from VMEA Conference  Events
Organize and lead a Virginia Music Hill Day	Advocacy/Government Relations Chair & Committee	February 2021, then every subsequent year	Event  # of participants  Increased relationships and discussions with legislators

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			Participant survey
<p>Build the Associate Membership</p> <ul style="list-style-type: none"> <li>● Identify a person to manage these members</li> <li>● Build publicity around this opportunity</li> <li>● Brainstorm, implement, and provide services to the associate membership</li> </ul>	<p>Executive Director, Associate Membership Chair, Advocacy/Government Relations Chair</p>	<p><b>April-May 2021</b> Identify Chair</p> <p><b>June-August 2021</b> Develop and promote services</p> <p><b>Fall 2021</b> Continue to develop services, email distributions, and other member 'benefits' for this group</p>	<p>Marketing efforts (website, emails, social media)</p> <p>Increase number of Associate Members</p> <p>Increased revenue</p> <p>Advocacy events/opportunities and other services for this group</p>

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### Goal #5: Organizational Vitality

Strategy 5A: Keep the organization in good financial health in order to sustain the viability of our members			
Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
Review financial contracts, liabilities, value of assets, and long-term growth. Information should be used to determine the associations' future options to meet the needs of music education.	VMEA Treasurer, Section Treasurers, Executive Director, VMEA Pres Committee	<p><b>April-June 2021</b> Annually during budget creation</p> <p><b>January 2022</b> Annual Financial Report</p>	<p>Annual Budget</p> <p>Annual Financial Report</p>

Strategy 5B: Cultivate partnerships and sponsorships in order to keep our organization solvent and thriving, and increase membership experiences and opportunities			
Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
Further develop and expand collaborations with the music industry, academic institutions, and other related industries through the sponsorship program.	State Executive, in collaboration with VMEA Notes Editor, Treasurer, Exhibits Coordinator & Manager	November 2022	<p>Number of Sponsorships at conference</p> <p>Increased revenue from sponsorships</p>
Build and maintain relationships that enable VMEA, sections, and individual members to accomplish differentiated goals within a	Executive Board	Report out on all components of the SP at all EB meetings	<p>Reports &amp; Meeting minutes</p> <p>SP tracking document</p>

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<p>unified structure through implementation of the strategic plan.</p>			
<p>Partner with Virginia's higher education institutions and professors to promote and disseminate meaningful data to to advance music teaching and learning and to influence educational policy</p>	<p>VAMHE President, Research Chair</p>	<p>Yearly sharing at VAMHE Business Meeting, EB meetings</p> <p>Annually via the Annual Report</p>	<p>Poster sessions and other conference sessions</p> <p>Articles and resources shared on website, social media, Notes, etc</p> <p>Data collection and dissemination documents, including the Annual Report</p>
<p>Establish and dedicate funding towards a VMEA Membership scholarship program (to support partially/fully registering for membership, attending conference or other PD)</p>	<p>VMEA Treasurer, Executive Board</p>	<p><b>Fall 2021:</b> Identify funding source and establish application requirements</p> <p><b>January 2022:</b> Decide on application timeline, deadline, and review panel</p> <p><b>Summer 2022:</b> Launch application, identify recipients, and notify recipients</p> <p><b>Fall 2022:</b> Briefly profile willing scholarship recipients in VMEA Notes and in social media posts</p>	<p>Increased Membership</p> <p>Profiles of scholarship recipients in Notes, on social media and website</p> <p>Data shared about members supported through social media</p>
<p>Recognize and honor our members by ensuring nominations for the various categories of awards each year</p>	<p>VMEA President-Elect, Executive Board, District Reps</p>	<p><b>Spring 2021:</b> New system for nominating awards goes live; communication with membership is ongoing</p> <p><b>June 2021:</b> Review new system for awards at EB meeting</p> <p><b>September 2021:</b> Awards Committee reviews nominations</p>	<p>Social media posts, email blasts, website updates to members encouraging nominations</p> <p>Increased number of nominations for awards</p> <p>Yearly award recognition</p>

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		November 2021: Present awards at conference	
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### Strategy 5C: Review & refine the systems and structures of the organization

Action Steps (How)	Responsible Person(s) (Who)	Implementation Timeline (When)	Evidence of Achievement (How do we know)
Undergo review bylaws & policies handbook, reviewing all documents through DEI lens	VMEA Officers, Section Presidents, Executive Director, DEI committee, VAMHE Section	Winter-Spring 2021	Draft of review & edits/changes to Executive Board in June 2021  Approval of revisions by EB & Membership
Implement a central cloud-based system (G-Suite for Nonprofits, one example) for document storage, sharing, and organization within the executive board, provide training for leadership, and migrate VMEA documents to the shared file platform	Executive Director, with dedicated project team from within Council of Review	<b>By Summer 2021</b> establish project team members. Team meets for initial brainstorm. <b>Fall 2022</b> - Propose possible cloud storage to EB; decide on platform and clarify implementation timeline <b>Spring 2023</b> document transfer/migration <b>August 2023</b> VMEA documents are created, shared, and edited in a central file share system	Implementation of cloud-based system
Clarify and strengthen selection criteria for leadership positions. <ul style="list-style-type: none"> <li>● Codify equitable process for soliciting leaders</li> <li>● Create a candidate review</li> </ul>	VMEA Pres-Elect, in coordination with VMEA President's Committee, Section Presidents	May-June 2021	Process for reviewed in Bylaws and outlined in SOP  Candidate Review Template

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<p>template to mitigate bias.</p> <ul style="list-style-type: none"> <li>● Provide guidelines to candidates running for office</li> </ul>			<p>VMEA Candidate Guidelines Document developed and shared with candidates</p>
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### List of Acronyms

ESSA - Every Student Succeeds Act

VMEA - Virginia Music Educators Association

NAfME - National Association for Music Education

EB - Executive Board

SP - Strategic Plan

SOP- Standard operating procedures

DEI - Diversity, Equity, Inclusion

VAMHE - Virginia Association of Music Higher Educators

VAMEA - Virginia Association of Music Education Administrators

VEMEA - Virginia Elementary Music Educators Association

AVEOC - All-Virginia Elementary Orff Chair

PD - Professional Development