



A Long Range Plan For Music Education 2019-2024



Introduction

UVMC has changed dramatically since its last strategic plan was written four years ago. The leadership of the organization has stabilized, grown and developed, creating a new level of professional management. Student enrollment, faculty members, musical programs, and donations have also increased significantly.

The courageous acquisition of a beautiful building strategically located on Colburn Park in downtown Lebanon launched the organization into a phase of greater visibility, permanence and relevance in the larger community. UVMC is now poised to become a vital and well-known part of a thriving arts community.

The capital campaign that made the building purchase possible has also laid the foundation to develop the resources necessary to adequately support and expand programs.

UVMC's commitment over the next five years is to strike the appropriate balance between stability and growth. On the side of stability, this will mean: retaining an expert faculty, continuing to enhance the administration, strengthening the board, and maximizing the use of the new facility. On the side of growth, it will mean: increasing individual, business, and foundation contributions, growing enrollment in programs with additional capacity; developing new programs that meet strategic goals; and strengthening its role as a catalyst for music education, performance and community-building in the region.

Strategic Goals, 2019-2024: Summary

- > Continue and augment high-quality programming.
 - > Use strategic, data-driven assessment to ensure program quality.
 - > Evaluate all current and potential programs for strategic value.
 - > Develop and extend group based programming.
 - > Increase access to music education.
- > Ensure that UVMC hires and retains a diverse, highly skilled and committed faculty.
- > Increase the financial capacity of the organization by 30%.
- > Build the Board of Directors to operate at a strategic level, providing guidance, connections, resources, and oversight.
- > Broaden UVMC's public presence and brand awareness in order to establish UVMC as one of the Upper Valley's most respected non-profits.
- > Develop administrative capacity to support the organization's increased size and complexity, ensuring excellent, efficient, and welcoming service to customers and faculty
- > Care for the facility in a way that maximizes its contribution to the organization.

Program

Continue and augment high-quality music education programming.

Use strategic, data-driven assessment to ensure the best participant outcomes.

We know music education makes a big difference in our lives, but we want to better understand them so that we can deepen and extend the impact.

- > Regularly evaluate all programs gathering data from constituents and using multiple measures.
- > Use evaluation data to highlight accomplishments and make changes to increase or improve program impact.
- > Support faculty to drive evaluation process.
- > Stay abreast of best practices nationally.

Evaluate current and potential programs for strategic value, including match with mission/values, community engagement, financial feasibility, and their capacity to broaden student, friend and donor bases.

The best outcomes for participants will be achieved by programs that address multiple organizational goals. Making this kind of strategic assessment consistent across programs will elevate the overall quality and sustainability of all programs.



Develop and extend group-based programming.

UVMC's ability to convene and host group programs is one of its unique features in the Upper Valley music education community. During the research phase of this strategic planning process, many participants have made suggestions for programmatic improvements and changes. Further ideas have been generated through initial research into opportunities with regional arts organizations, senior centers, schools, parks organizations and social services. Many of these ideas involved programming for groups of people because of pedagogical and social benefits for participants. There are some ideas that may be implemented in the short term, and there is further research and planning required for others.

- > Define principles of group programming and align group programs to these principles as appropriate (examples might include peer modeling, creating friendships around music, peer feedback, social moments connected to program, team spirit).
 - > Identify and implement opportunities to offer group program components in current programming.
 - > Research group-based programming opportunities and evaluate potential programs on strategic value.
 - > Identify how group-based programming can help advance access and quality goals.



Increase access to music education.

We believe music education should be available to everyone, regardless of financial resources and background. We know there are many barriers that prevent the whole community from participating, from income to transportation to perceived cultural differences. While building our tuition assistance fund annually, we will also explore partnerships with social service organizations, schools, and other community groups that will ensure that music education is accessible to members of our community who are not currently able to participate.

- > Assess barriers and determine what it will take to overcome them.
- > Increase available tuition assistance funds each year.
- > Broaden access points to Tuition Assistance funds.
- > Highlight diversity so potential students can see themselves reflected in UVMC programming.

People

Providing high quality music education requires the skill and dedication of many people.

Ensure that UVMC hires and retains a diverse, highly skilled and committed faculty.

The faculty is the heart of Upper Valley Music Center and it is key to providing transformative music education experiences to students. To be able to hire and retain diverse, highly skilled faculty, UVMC must adequately support faculty members financially and administratively. Furthermore, faculty members need to feel integrated into an appealing and well-functioning community.

Build the Board of Directors to operate at a strategic level, providing guidance, connections, resources, and oversight.

Over the past several years, the Board of Directors has made significant progress, including clarifying committee roles and writing policies and manuals. The Board has given careful attention to governance requirements for nonprofit organizations and is diligent in carrying out its fiduciary and oversight obligations.

Going forward, the Board's role in the next phase of UVMC's life must focus strongly on support of the development program, building relationships and recognition in the community and ensuring sustainability through increasing the Board size and training new Board members.



Develop the administrative capacity to support UVMC's increased size and complexity, ensuring excellent, efficient, and welcoming service to customers and faculty.

Two years ago, UVMC took a big step in hiring a full-time Assistant Director and a full-time Administrative Manager. This move has helped the organization stabilize and grow. The current staff continue to work on increasing their effectiveness as a team, improving administrative processes, and clarifying communications. It is increasingly obvious that additional staff assistance will be needed if the organization is going to meet its strategic goals over the next five years.

During the next five years, we will work to improve processes, systems and communication so that they are appropriate to the growing organization's new level of complexity. We will also address key administrative concerns of students, parents, faculty, and staff. The board will evaluate administrative needs and assess when it is necessary to add additional staff positions. Finally, the Program Coordinators, faculty members who oversee program administration, play a key role in achieving strategic goals, and their roles will be evaluated and evolved as the organization grows.



Core

The fundamentals necessary to provide music education for a long time to come.

Increase the financial capacity of the organization by 30%.

UVMC has maintained a prudent balance between income and expenditures. Increased income, both earned and donated, is essential if UVMC is to continue its development in a healthy way and better serve our community.

For donated income, annual grants and donations will increase to be at least 25% of the budget. To do so, UVMC will follow through on a recently-created development plan, working with development consultants and devoting internal resources to implementing the plan in a disciplined way. As the development program matures, an endowment fund will be launched.

For earned income, UVMC will work to maximize use of its facility and faculty, understand the income/cost of programs and add programs that are both educationally and financially rewarding.



Broaden UVMC's public presence and brand awareness in order to establish UVMC as one of the Upper Valley's most trusted non-profits.

Creating a permanent home in a very visible place has gained UVMC a new level of public recognition, and UVMC has been able to build on that advantage in several ways. It was discovered during the capital campaign that musical/social events that bring people into the building are helpful in building relationships and in creating the sense that UVMC is a "place to go." In addition, the new website is a key step forward in building UVMC's public presence. Finally, the Executive Director has been participating in local civic groups focused on the role of the arts in the community and in state-wide arts functions.

If UVMC is to continue to grow further, it needs to be more broadly understood and appreciated. Accomplishing this will require a combination of good marketing, participation in regional and state-wide programs, and partnerships.

Care for the facility in a way that maximizes its contribution to the organization.

It is essential that our beautiful building be properly upgraded, beautified and maintained in order to maintain a home for music education for years to come. Our facility committee will work to enhance the building in affordable and environmentally sustainable ways, build a capital improvements fund to provide for future necessary long-term investments, and maximize use of the facility for programs.



Values

A working document developed by stakeholders to guide decisions and support UVMC's mission.

Values are principles or standards that guide the work of UVMC. The list below is a work in progress, designed to stimulate dialogue among key people connected with the organization. Once finalized, it can be used for a variety of purposes: to explain UVMC to the public, to orient new faculty and participants, and to aid in strategic decision-making.

Core Values

- Music is an essential part of life because it nourishes us, and helps us understand and share the lives we lead together.
- Everyone can make music and benefit from listening to music.
- We welcome and seek to include all interested people, regardless of age, background, economic resources, or ability.
- We value musical diversity, including genres, instruments, voices, and levels.

Community

- When people make and listen to music together, through performances and other means, they create and strengthen community in an organic and meaningful way.
- Creating and supporting these opportunities for people to come together for music-making builds their capacity to infuse music into the fabric of the community.
- Immersion in a musically diverse environment inspires rich learning experiences and builds musical bridges between groups of people.
- A supportive, collegial environment allows music educators to learn from and build on each other's work.



The Upper Valley Music Center's mission is to provide and promote the best in music education and ensemble opportunities for people living in the Upper Connecticut River Valley region of Vermont and New Hampshire and beyond.

Teaching & Learning

- Each stage of musical development requires excellent teaching.
- Music is a life-long endeavor. Everyone can continue to grow and learn.
- A variety of pedagogical approaches and styles best meets students' diverse needs and interests.
- Students learn best through a positive approach to feedback and a generosity of spirit.
- Sharing music is an important part of learning, whether through performance or other means.

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