The Jazz Education Network is dedicated to building the jazz arts community by advancing education, promoting performance and developing new audiences.
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EXECUTIVE SUMMARY
JEN was formed in 2008 to help bring together the jazz arts community. JEN offers many educational programs, events, and workshops online, and hosts an annual conference with concerts presented by students and professionals, a student jazz festival, workshops, research presentations and an exhibition area with manufacturers, retailers, schools and other jazz related organizations. JEN also offers many programs, from a Community Engagement program, to mentoring and scholarships. The Strategic Plan that follows is a “living document” that, beginning in 2021, will serve to guide and inform the organization’s operational structure and ongoing activities over a three-year period, through 2024.

MISSION
The Jazz Education Network is dedicated to building the jazz arts community by advancing education, promoting performance and developing new audiences.

VISION
JEN advocates for the advancement of jazz as an art form and the inclusion of jazz pedagogy in all educational settings and in jazz artistry and business; Promote jazz performance on a local and global basis; and Lead the development of new and expanded jazz audiences worldwide.

DIVERSITY, EQUITY, AND INCLUSION
JEN is a community where inquiry, exploration and innovation are nurtured and encouraged to grow through education. JEN is committed to representing and cultivating diversity, equity, and inclusion in all areas of its operation including staff, board members, volunteers, presenters, clinicians, performers, and audiences. This commitment is present in all programs and decision making. We welcome and respect all backgrounds that reflect love and passion for jazz.
STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE #1
Promote JEN Educational Programs

Goal #1.1: Develop and support educational programs to benefit membership
Tactics:  
Promote and advance work of all committees

Parties Responsible: Committee Chairs

Timeframe: Ongoing

Progress: In progress

Goal #1.2: Expand Area Networks and Educational Units
Tactics:
Articulate structure, governance, training, and administration for Units.

Parties Responsible: Membership Director

Timeframe: Provided by Membership Director

Progress: In progress

Goal #1.3: Present an Annual JEN Conference and continue to develop its scope and reach
Tactics:
Select from the best available resources and individuals for presentation at JEN conferences, to identify and share “best practices” for teaching, performing, research and sharing jazz at all levels. Conference Review Committees will evaluate and identify specific needs, seeking a balance of sessions for different areas at the JEN Conference. Continue to support and evaluate educational programs such as the JENerations jazz Festival, Community Engagement, Awards/Scholarships, etc.

Parties Responsible: JEN Conference Committee, Community Engagement

Timeframe: As Required

Progress: Ongoing
STRATEGIC OBJECTIVE #2
Create Professional Development Opportunities

Goal #2.1: Enhance professional development for JEN members though an increased number of opportunities, including JEN Journal, and JEN Research Journal

**Tactics:**
Develop and implement a program of professional development offerings and materials for JEN members, in support of comprehensive jazz programs in schools, colleges and communities, at all performance levels.

**Parties Responsible:** Education, Community Engagement, and Research Committees

**Timeframe:** As required

**Progress:** Ongoing

Goal #2.2: Increase support of JEN Community Engagement Initiatives

**Tactics:**
Expand offerings through curriculum development/virtual offerings, fundraising and collaboration.

**Parties Responsible:** JEN Community Engagement/JAZZ 2U Committee

**Timeframe:** As required

**Progress:** Ongoing

Goal #2.3: Develop and Expand Online Programming

**Tactics:** TBD

**Parties Responsible:** Office Staff/Executive Committee

**Timeframe:** TBD

**Progress:** TBD
STRATEGIC OBJECTIVE #3
Increase Diversity, Equity, and Inclusion Initiatives

**Goal #3.1:** Enhance recruitment and retention of membership from underrepresented populations.

**Tactics:**
Collect and analyze data from JEN membership via the membership portal; raise awareness of JEN membership benefits through marketing appeals; create and support JEN programs at a state and local level; provide professional development opportunities.

**Parties Responsible:** Diversity, Equity, and Inclusion Committee

**Timeframe:** As required

**Progress:** Ongoing

**Goal #3.2:** Create and maintain an environment where all members of the JEN community feel respected, supported, valued, and feel they have agency and voice.

**Tactics:**
Adopt the We Have Voice Code of Conduct; collect feedback from members of the JEN community; provide sessions for open dialogue through a variety of sources; create and disseminate programming; create an annual meeting for all JEN members.

**Parties Responsible:** Diversity, Equity, and Inclusion Committee

**Timeframe:** As Required

**Progress:** Ongoing

**Goal #3.3:** Provide clear, cohesive, and comprehensive communication regarding diversity, equity, and inclusion to the entire JEN community.

**Tactics:**
Communicate DEI concepts through the JEN newsletter, social media accounts, and member portal; make all DEI statements accessible and understood on the JEN website, social media accounts, newsletter, and membership portal.

**Parties Responsible:** Diversity, Equity, and Inclusion Committee
**Timeframe:** As required

**Progress:** Ongoing

**Goal #3.4:** Develop standards for measuring progress in diversity, equity, and inclusion efforts.

**Tactics:**
Define DEI metrics JEN will monitor; create policies and procedures to measure DEI progress; establish baseline measurements using existing JEN data; set target goals for JEN DEI efforts; track and analyze results.

**Parties Responsible:** Diversity, Equity, and Inclusion Committee

**Timeframe:** As required

**Progress:** Ongoing

**Goal #3.5:** Provide diversity, equity, and inclusion resources and training to increase cultural competency and awareness for the entire JEN community.

**Tactics:**
Hire an outside DEI consultant to provide input to JEN; develop a central diversity, equity, and inclusion education and training resource; provide professional development in diversity, equity, and inclusion throughout the year.

**Parties Responsible:** Diversity, Equity, and Inclusion Committee

**Timeframe:** As required

**Progress:** Ongoing
STRATEGIC OBJECTIVE #4
Operate JEN With Efficiency and Transparency

Goal #4.1: Review JEN’s organizational/governance and committee structure on an annual basis and update as required.

Tactics:
Review organizational and governance structures annually, along with general policies and practices. Review Committee structure, policies and practices to ensure that all Committees are functioning properly and efficiently.

Parties Responsible: JEN Finance Committee/Executive Committee/Board of Directors

Timeframe: As required

Progress: Ongoing

Goal #4.2: Continue to improve the process for election/selection of JEN Board Members, Officers and Committee Chairs

Tactics:
Review processes for nomination. Recruit future board and committee chair candidates based on diversity and skill sets required for the sustainability of JEN.

Parties Responsible: Nominating Committee

Timeframe: As required

Progress: Ongoing

Goal #4.3: Commit to the process of interacting with and gathering information from membership.

Tactics:
Create, distribute and evaluate data gathered from interactive tools, surveys, etc.

Parties Responsible: JEN Office Staff/Executive Committee

Timeframe: As required

Progress: Ongoing
STRATEGIC OBJECTIVE #5
Ensure the long-term financial stability of JEN

Goal #5.1: Ensure that financial procedures are transparent, clearly defined and operating efficiently

Tactics:
Review and update financial reporting policies and procedures on an annual basis or as needed and post up to date financial information on the JEN website.

Parties Responsible: Finance Committee

Timeframe: As required

Progress: Ongoing

Goal #5.2: Budget accurately for JEN’s short term and longer term financial needs

Tactics:
Define programs, services and operational needs. Develop and implement procedures for determining current needs and forecasting future financial requirements, including full and part-time staff and the development of permanent assets. Review revenue sources, including the JEN dues structure, on an annual basis and adjust as appropriate to organizational needs.

Parties Responsible: Finance and Development Committees

Timeframe: As required

Progress: Ongoing

Goal #5.3: Invest JEN funds prudently

Tactics:
Develop appropriate reserves to ensure continuity of the organization’s programs and create a prudent Investment Policy for approval by the JEN Board

Parties Responsible: Finance Committee and Outside Financial Consultant

Timeframe: As required

Progress: Ongoing
Goal #5.4: Ensure proper management of risk to JEN, across the organization

Tactics:
Employ JEN Risk Management Strategy to appropriately manage risk across all aspects of JEN’s operations.

Parties Responsible: Finance and Audit and Risk Committee

Timeframe: As required

Progress: Ongoing

Goal #5.5: Develop and implement a Fundraising and Development program

Tactics:
Pursue various areas of support, including foundations and public grants, individual donors, annual giving program, corporate/institutional support, bequests and memorials, and additional projects and events to raise funds.

Parties Responsible: Development Committee

Timeframe: As required

Progress: Ongoing
TACTICAL GRID

The tactical grid is a tool to provide effective direction and accountability for actions related to the strategic plan, used on a regular basis by administration and leadership.

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**STRATEGIC OBJECTIVE TACTICAL GRID #1**

Promote JEN Educational Programs

**Goal 1.1: Develop and Expand Educational Programs to Benefit Membership**

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Responsibility</th>
<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote and advance work of all standing committees.</td>
<td>Committee Chairs</td>
<td>TBD</td>
<td>Ongoing</td>
<td>Inprogress</td>
</tr>
</tbody>
</table>

**Goal 1.2: Expand Area Networks and Educational Units**

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Responsibility</th>
<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Articulate structure, governance, training, and administration for Units.</td>
<td>Membership Director</td>
<td>TBD</td>
<td>Provided by Membership Director</td>
<td>Inprogress</td>
</tr>
</tbody>
</table>
**Goal 1.3:** Present an Annual JEN Conference and continue to develop its scope and reach

<table>
<thead>
<tr>
<th>Tactic*</th>
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<th>Resources</th>
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<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select from the best available resources and individuals for presentation at JEN conferences, to identify and share “best practices” for teaching, performing, research and sharing jazz at all levels.</td>
<td>JEN Conference Committee, Community Engagement</td>
<td>TBD</td>
<td>As Required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

*Tactics may be abbreviated in this grid: see full plan for complete tactics.

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### STRATEGIC OBJECTIVE TACTICAL GRID #2
Create Professional Development Opportunities

**Goal #2.1:** Enhance professional development for JEN members though an increased number of opportunities, including JEN Journal, and JEN Research Journal

<table>
<thead>
<tr>
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<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement a program of professional development offerings and materials for JEN members.</td>
<td>Education Committee, Community Engagement Committee, Research Committee</td>
<td>TBD</td>
<td>As required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
### Goal #2.2: Increase support of JEN Community Engagement Initiatives

<table>
<thead>
<tr>
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<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand offerings through curriculum development/virtual offerings, fundraising and collaboration</td>
<td>JEN Community Engagement Committee JAZZ2U Program</td>
<td>TBD</td>
<td>As required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

### Goal #2.3: Develop and Expand Virtual Programming

<table>
<thead>
<tr>
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<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBD</td>
<td>Office Staff/Executive Committee</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>
**Goal #3.1: Enhance recruitment and retention of membership from underrepresented populations.**

<table>
<thead>
<tr>
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<th>Responsibility</th>
<th>Resources</th>
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<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collect and analyze data from JEN membership via the membership portal; raise awareness of JEN membership benefits through marketing appeals.</td>
<td>Diversity, Equity, and Inclusion Committee</td>
<td>TBD</td>
<td>As Required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Goal #3.2: Create and maintain an environment where all members of the JEN community feel respected, supported, valued, and feel they have agency and voice.**

<table>
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<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicate DEI concepts through the JEN newsletter, social media accounts, and member portal.</td>
<td>Diversity, Equity, and Inclusion Committee</td>
<td>TBD</td>
<td>As Required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
**Goal #3.3:** Provide clear, cohesive, and comprehensive communication regarding diversity, equity, and inclusion to the entire JEN community.

<table>
<thead>
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<th>Measurement</th>
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</thead>
<tbody>
<tr>
<td>Communicate DEI concepts through the JEN newsletter, social media accounts, and member portal.</td>
<td>Diversity, Equity, and Inclusion Committee</td>
<td>TBD</td>
<td>As Required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Goal #3.4:** Develop standards for measuring progress in diversity, equity, and inclusion efforts

<table>
<thead>
<tr>
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<th>Responsibility</th>
<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define DEI metrics JEN will monitor; create policies and procedures to measure DEI progress.</td>
<td>Diversity, Equity, and Inclusion Committee</td>
<td>TBD</td>
<td>As Required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Goal #3.5:** Provide diversity, equity, and inclusion resources and training to increase cultural competency and awareness for the entire JEN community

<table>
<thead>
<tr>
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<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hire an outside DEI consultant to provide input to JEN; Develop a central Diversity, Equity, and Inclusion Education and Training Resource.</td>
<td>Diversity, Equity, and Inclusion Committee</td>
<td>TBD</td>
<td>As Required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
## STRATEGIC OBJECTIVE TACTICAL GRID #4
### Operate JEN With Efficiency and Transparency

**Goal #4.1:** Review JEN’s organizational/governance and committee structure on an annual basis and update as required.

<table>
<thead>
<tr>
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<th>Responsibility</th>
<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review organizational and governance structures annually, along with policies and practices.</td>
<td>JEN Finance Committee/Executive Committee/Board of Directors</td>
<td>TBD</td>
<td>As required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Goal #4.2:** Continue to improve the process for election/selection of JEN Board Members, Officers and Committee Chairs

<table>
<thead>
<tr>
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<th>Resources</th>
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<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review processes for nomination. Recruit future board and committee chair candidates based on diversity and skill sets required for the sustainability of JEN.</td>
<td>JEN Nominating Committee</td>
<td>TBD</td>
<td>As required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
**Goal #4.3:** Commit to the process of interacting with and gathering information from membership.

<table>
<thead>
<tr>
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<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create, distribute and evaluate data</td>
<td>JEN Office Staff/JEN Exec. Committee</td>
<td>TBD</td>
<td>As required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
## Goal #5.1: Ensure that financial procedures are transparent, clearly defined and operating efficiently

<table>
<thead>
<tr>
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<th>Responsibility</th>
<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and update financial reporting policies and procedures on an annual basis or as needed and post up to date financial information on the JEN website.</td>
<td>Finance Committee</td>
<td>TBD</td>
<td>As required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

## Goal #5.2: Budget accurately for JEN’s short term and longer term financial needs

<table>
<thead>
<tr>
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<th>Responsibility</th>
<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define programs, services and operational needs. Develop and implement procedures for determining current needs and forecasting future financial requirements.</td>
<td>Finance and Development Committees</td>
<td>TBD</td>
<td>As required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
**Goal #5.3: Invest JEN funds prudently**

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Responsibility</th>
<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop appropriate reserves to ensure continuity of the organization’s programs and create a prudent Investment Policy for approval by the JEN Board.</td>
<td>FinanceCommittee and Outside Financial Consultant</td>
<td>TBD</td>
<td>As required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Goal #5.4: Ensure proper management of risk to JEN, across the organization**

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Responsibility</th>
<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employ JEN Risk Management Strategy to appropriately manage risk across all aspects of JEN’s operations.</td>
<td>FinanceCommittee</td>
<td>TBD</td>
<td>As required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Goal #5.5: Develop and implement a Fundraising and Development program**

<table>
<thead>
<tr>
<th>Tactic</th>
<th>Responsibility</th>
<th>Resources</th>
<th>Status</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pursue various areas of support, including foundations and public grants, individual donors, annual giving program, etc.</td>
<td>DevelopmentCommittee</td>
<td>TBD</td>
<td>As required</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>