



JAZZ EDUCATION NETWORK
2021-2024 STRATEGIC PLAN

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

JAZZ EDUCATION NETWORK
2021-2024 Strategic Plan

JAZZ EDUCATION NETWORK 2021-2024 STRATEGIC PLAN	1
EXECUTIVE SUMMARY	3
MISSION	3
VISION	3
DIVERSITY, EQUITY, AND INCLUSION	3
STRATEGIC OBJECTIVES	4
STRATEGIC OBJECTIVE #1	4
Promote JEN Educational Programs	4
STRATEGIC OBJECTIVE #2	5
Create Professional Development Opportunities	5
STRATEGIC OBJECTIVE #3	6
Increase Diversity, Equity, and Inclusion Initiatives	6
STRATEGIC OBJECTIVE #4	8
Operate JEN With Efficiency and Transparency	8
STRATEGIC OBJECTIVE #5	9
Ensure the long-term financial stability of JEN	9
TACTICAL GRID	11
STRATEGIC OBJECTIVE TACTICAL GRID #1	11
STRATEGIC OBJECTIVE TACTICAL GRID #2	12
STRATEGIC OBJECTIVE TACTICAL GRID #3	14
STRATEGIC OBJECTIVE TACTICAL GRID #4	16
STRATEGIC OBJECTIVE TACTICAL GRID #5	18

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 through 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.

STRATEGIC OBJECTIVE TACTICAL GRID #1 Promote JEN Educational Programs

Goal 1.1: Develop and Expand Educational Programs to Benefit Membership

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Promote and advance work of all standing committees.	Committee Chairs	TBD	Ongoing	Inprogress

Goal 1.2: Expand Area Networks and Educational Units

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Articulate structure, governance, training, and administration for Units.	Membership Director	TBD	Provided by Membership Director	Inprogress

Goal 1.3: Present an Annual JEN Conference and continue to develop its scope and reach

Tactic*	Responsibility	Resources	Status	Measurement
	Who is responsible?	What, if any resources are required?	Timeframe	Progress
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.	JEN Conference Committee, Community Engagement	TBD	As Required	Ongoing

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

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

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Develop and implement a program of professional development offerings and materials for JEN members.	Education Committee, Community Engagement Committee, Research Committee	TBD	As required	Ongoing

Goal #2.2: Increase support of JEN Community Engagement Initiatives

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Expand offerings through curriculum development/virtual offerings, fundraising and collaboration	JEN Community Engagement Committee JAZZ2U Program	TBD	As required	Ongoing

Goal #2.3: Develop and Expand Virtual Programming

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
TBD	Office Staff/Executive Committee	TBD	TBD	TBD

STRATEGIC OBJECTIVE TACTICAL GRID #3
Increase Diversity, Equity, and Inclusion Initiatives

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

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Collect and analyze data from JEN membership via the membership portal; raise awareness of JEN membership benefits through marketing appeals.	Diversity, Equity, and Inclusion Committee	TBD	As Required	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.

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Communicate DEI concepts through the JEN newsletter, social media accounts, and member portal.	Diversity, Equity, and Inclusion Committee	TBD	As Required	Ongoing

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

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Communicate DEI concepts through the JEN newsletter, social media accounts, and member portal.	Diversity, Equity, and Inclusion Committee	TBD	As Required	Ongoing

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

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Define DEI metrics JEN will monitor; create policies and procedures to measure DEI progress.	Diversity, Equity, and Inclusion Committee	TBD	As Required	Ongoing

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

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Hire an outside DEI consultant to provide input to JEN; Develop a central Diversity, Equity, and Inclusion Education and Training Resource.	Diversity, Equity, and Inclusion Committee	TBD	As Required	Ongoing

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.

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Review organizational and governance structures annually, along with general policies and practices.	JEN Finance Committee/Executive Committee/Board of Directors	TBD	As required	Ongoing

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

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Review processes for nomination. Recruit future board and committee chair candidates based on diversity and skill sets required for the sustainability of JEN.	JEN Nominating Committee	TBD	As required	Ongoing

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

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Create, distribute and evaluate data	JEN Office Staff/JEN Exec. Committee	TBD	As required	Ongoing

STRATEGIC OBJECTIVE TACTICAL GRID #5
Ensure the long-term financial stability of JEN

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

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
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.	Finance Committee	TBD	As required	Ongoing

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

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Define programs, services and operational needs. Develop and implement procedures for determining current needs and forecasting future financial requirements.	Finance and Development Committees	TBD	As required	Ongoing

Goal #5.3: Invest JEN funds prudently

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Develop appropriate reserves to ensure continuity of the organization's programs and create a prudent Investment Policy for approval by the JEN Board.	Finance Committee and Outside Financial Consultant	TBD	As required	Ongoing

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

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Employ JEN Risk Management Strategy to appropriately manage risk across all aspects of JEN's operations.	Finance Committee	TBD	As required	Ongoing

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

Tactic	Responsibility	Resources	Status	Measurement
What needs to be accomplished?	Who is responsible?	What, if any resources are required?	Timeframe	Progress
Pursue various areas of support, including foundations and public grants, individual donors, annual giving program, etc.	Development Committee	TBD	As required	Ongoing