

A STRATEGIC PLAN

FOR THE

LOUISIANA MUSIC
EDUCATORS ASSOCIATION

1. Introduction

This report presents the Louisiana Music Educators Association's Strategic Plan. This Plan establishes the Association's desired strategic purpose and defines key thrusts that LMEA should pursue in order to serve and represent its members in the future.

Section 2 of this report contains those professional, membership, and organizational "planning issues" that drove the development of the Strategic Plan offered in Sections 3 and 4. These two sections present Directions and Action Plan Guidelines for each General Objective. In essence, these objectives position LMEA for the future and define those major thrusts needed to sustain the Association's member service and representation roles. In Section 5, Implementation Priorities for LMEA are outlined. These recommendations highlight short-term goals and strategies for the Association.

In summary, the Strategic Plan presented in this report provides a broad framework for the on-going development and evolution of LMEA. It should be recognized that this Strategic Plan should be revisited and upgraded periodically. This type of "roll-over" activity will help to ensure that issues and trends in LMEA's strategic environment are recognized and addressed through existing or new initiatives built into the Plan's provisions.

The LMEA Board of Directors who participated in the development of this Strategic Plan are given on the next page. Their efforts are gratefully acknowledged because their insights made the development of this Strategic Plan possible.

Participants in LMEA Strategic Plan Process

Guy C. Wood, LMEA President

Thomas Burroughs
LMEA President-Elect

Martin Sotile
State Music Supervisor

Marie Cotaya
LMEA Past-President

Tom Wafer
Hall of Fame Chairman

Anna Lou Babin
Vocal Chairman

Dale Liner
District I Director

Karl Carpenter
Band Division Chairman

Terri Carpenter
District II Director

Allen Nisbet
Orchestra Division Chairman

Fran Hebert
District III Director

Jody Besse
Jazz Ensemble Chairman

Carolyn Herrington
District V Director

Janet Gilpin
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District VI Director

Jeff Lemke
University Division Chairman

John Smith
District VII Director

Pat Deaville
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Barry Vowell
District VIII Director

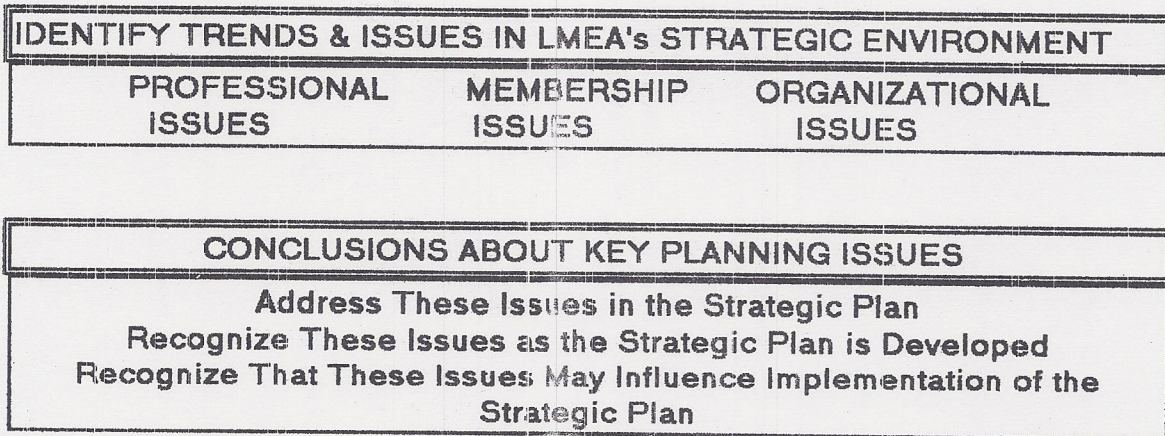
Sara Bidner
Collegiate MENC Chairman

Tim Schneider
District IX Director

Bruce Lambert, Executive Secretary

2. LMEA Planning Issues

The LMEA Strategic Planning Process is *issue driven*. In other words, LMEA's Strategic Plan addresses key issues in its (a) professional, (b) membership, and (c) organizational environment. As used here, a *planning issue* is any factor across professional, membership, and organizational dimensions of the LMEA strategic environment that (a) should be addressed in the Plan's recommendations, (b) influences its overall development, and/or (c) affects its subsequent implementation. This notion is highlighted in the following diagram.



The following twenty-one (21) planning issues were identified in the Association's Strategic Planning Process. These planning issues provide the rationale for the recommendations given in Sections 3 and 4; and lead to the short-term implementation strategies presented in Section 5.

2.1 Professional Planning Issues

1. The importance of music in the education of children requires a strong state advocacy program for music in education.
2. The continuing existence and nature of music education will help be determined by the desire and ability of music educators to identify new relationships, change attitudes, and define innovative objectives and processes.
3. Policies at all levels of government can affect music education.

4. Voluntary national standards in music if adopted and implemented at state and local levels can significantly improve music education in Louisiana for all children.
5. Funding is inadequate for education in general and for music education in particular.
6. Many individuals who impact education have neither the knowledge nor the experience to make informed decisions about music education.
7. Education reform initiatives influence changes in music education (e.g., national standards, assessment; alternative schooling; block scheduling; site-based management; integrated curriculum; graduation requirements; pre- and in-service teacher training).
8. The shift of decision-making power from traditional educational leadership to business, industry, national policy-making agencies, and local educational sites affects music education.
9. Changes in state certification/licensure requirements, alternative certification/licensure, and use of non-certified/non-licensed personnel impact the delivery and quality of music education.
10. Requirements in teacher education curricula, as developed by schools of education and accrediting agencies, impact music teacher preparation.
11. Decisions made by the Louisiana Board of Elementary and Secondary Education concerning music education are done so without input from or recognition of LMEA.

2.2 Membership Issues

1. LMEA members place different values and allegiances on different local, state, division, and national music educator associations.
2. Often the perceived value of LMEA membership is in direct proportion to services provided to the individual member.
3. Many members do not realize that the majority of their dues go to MENC, with LMEA keeping only \$17.

4. The nature of LMEA membership will be affected by changes in the structure of the institution called "school" and the person called "music educator."

2.3 Organizational Issues

1. LMEA must be positioned to address music education issues at the state level.
2. Increased member participation brought about by more effective communication is important for continued LMEA growth and strength.
3. The relationship between the music industry and the music education community is one of interdependence.
4. New state, division, and district leaders may not be adequately oriented or informed to effectively perform their roles as LMEA representatives.
5. LMEA is a comprehensive music subject matter organization and some specific constituencies may feel that their needs are not being adequately addressed.
6. New music teachers in Louisiana are not always aware of LMEA services and LMEA is not always aware of where and who the new teachers are.

3. LMEA Mission and General Objectives

LMEA's Preamble, Mission Statement, and General Objectives - based upon the professional, membership, and organizational planning issues given in Section 2 - are given on the following page. The criteria used to develop the Mission Statement and General Objectives are shown below.

LMEA PLANNING ISSUES

PREAMBLE AND MISSION STATEMENT

Beliefs and Philosophy Long-Term Vision Scope of Activities Reason for Being Basic Future Identity
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GENERAL OBJECTIVES

Highest Priority Purposes
Fundamental and Long-Term Goals
Identify Areas of Competency

3.1 LMEA's Preamble and Mission

LMEA's Preamble and Mission establishes the fundamental purpose of the Association. This is the ultimate goal of LMEA's collective actions and it highlights the basic value of the Association to its members and other constituencies.

PREAMBLE

Music is a basic human need. Music allows us to celebrate and preserve our cultural heritages, and also to explore the realms of expression, imagination, and creation resulting in new knowledge. Therefore, every individual should be guaranteed the opportunity to learn music and to share in musical experiences.

LMEA MISSION STATEMENT

The mission of the Louisiana Music Educators Association is to encourage growth, develop effectiveness, and elevate the standards of music education through the unity, support, and nurturing of music educators.

3.2 LMEA's General Objectives

Amplification of LMEA's Preamble and Mission is provided by the following General Objectives. These General Objectives are the highest priority purposes of the Association over the next three-year planning horizon. Along with the Mission Statement, LMEA's General Objectives describe the Association's desired future strategic position.

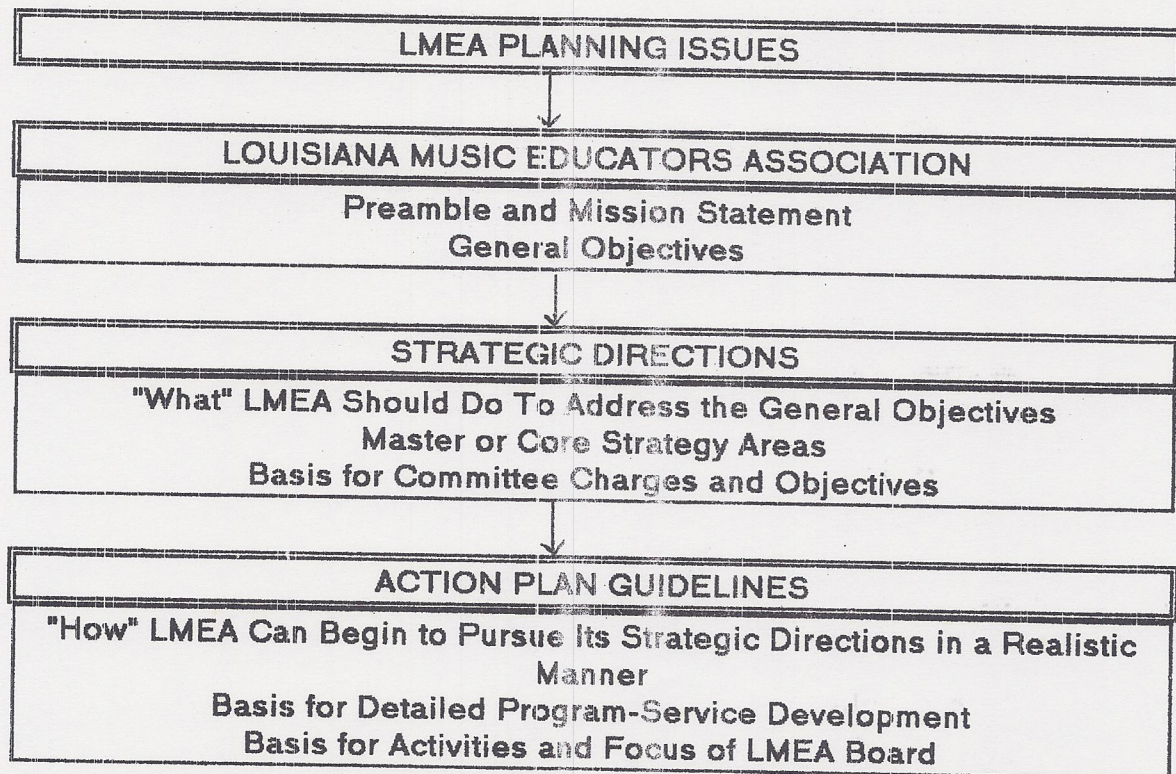
LMEA GENERAL OBJECTIVES

1. Provide Leadership in advocacy for music education.
2. Improve the quality of music teaching and learning.
3. Improve program effectiveness and operating efficiency of LMEA.

4. Strategic Directions and Action Plan Guidelines

LMEA's "planning issues" drove the development of the Association's Mission Statement and related set of General Objectives. In the next step of the LMEA strategic planning process, a set of Strategic Directions and Action Plan Guidelines for each General Objective have been developed.

These Directions and Guidelines help to define what the Association should do to address its General Objectives in a responsive manner. The criteria used to develop the Strategic Directions and Action Plan Guidelines are shown below.



GENERAL OBJECTIVE #1

Provide leadership in advocacy in music education.

STRATEGIC DIRECTIONS:

1.1 Position LMEA to be a more effective leader for music education.

Action Plan Guidelines:

- a. Embrace the concept that we *are* an "umbrella" organization.
- b. Allow ex-officio chairs of related organizations on the LMEA Board.
- c. Accommodate events and activities of related organizations within LMEA.
- d. LMEA leadership and staff addresses boards and membership at conventions and meetings of other influential organizations and associations.

1.2 Target and manage issues that affect music education.

Action Plan Guidelines:

- a. Meet with related organizations to discuss mutual problems and solutions.
- b. LMEA establishes a mechanism to analyze issues and develop positions, and to disseminate policies in a timely manner.

1.3 Develop advocacy leadership potential of music educators at parish, district, and state levels.

Action Plan Guidelines:

- a. Create an orientation tool for new Board members.
- b. Establish a process whereby new and/or potential members are identified, recruited, and oriented.
- c. Encourage participation in our State Coalition - LAEE.

GENERAL OBJECTIVE #2

Improve the quality of music teaching and learning.

STRATEGIC DIRECTIONS:

2.1 Provide professional growth and development opportunities for music educators.

Action Plan Guidelines:

- a. Develop a system that will fully utilize the human resources within our organization in support of other music educators.
- b. Continue a professional conference and develop joint ventures with other organizations to deliver professional growth and development programs to music educators.

2.2 Assist agencies, organizations, and institutions involved in teacher education to develop and refine curriculum.

Action Plan Guidelines:

- a. Encourage adjustments in the preparation of students in music education programs as related to *real world* needs.
- b. Encourage interaction between university and school music educators.

2.3 Facilitate appropriate applications of technology in music education.

Action Plan Guidelines:

- a. Develop opportunities for hands-on experience with new hardware and software for music educators.
- b. Research the impact of technology on music teaching and learning.
- c. Collect and disseminate information about application of innovative and successful models of technology in individual and group learning.

GENERAL OBJECTIVE #3

**IMPROVE PROGRAM EFFECTIVENESS AND OPERATING EFFICIENCY
OF LMEA**

STRATEGIC DIRECTIONS:

**3.1 LMEA organizational structure and governance process represents its
diverse membership and objectives**

Action Plan Guidelines:

- a. Assess the needs of specialty populations within LMEA.
- b. Establish and maintain active communication with related music education associations/organizations within the state.

3.2 Expand membership in LMEA

Action Plan Guidelines:

- a. Create a direct relationship with all school districts and school administrators through mailouts, publicity, personal contact and participation in conferences and conventions.
- b. Expand LMEA services beyond festivals, All-State activities, and the annual conference.
- c. Poll music teachers and establish grass-roots input to the Board in order to identify services desired.

3.3 Develop working relationships with organizations that share mutual goals

Action Plan Guidelines:

- a. Develop articles for placement in other association publications.
- b. Institute and promote an annual "summit" of all music associations in order to establish a positive and effective working relationship within the state.

3.4 Continue an ongoing process to update the strategic plan and ensure that the plan determines the annual budget

Action Plan Guidelines:

- a. Establish annual strategic planning meeting that will refine, modify, and update the original mission statement, objectives, and action plan guidelines.
- b. Create a mechanism to publish and distribute strategic plans to general membership.
- c. Provide a strategic plan update for inclusion in all general board meetings.

5. Implementation Priorities

The items given below represent key LMEA implementation priorities for the upcoming fiscal year. These priority areas should be integrated into existing and/or new Association initiatives.

IMPLEMENTATION PRIORITIES
LMEA's implementation priorities for 1996-97 are: <ul style="list-style-type: none">• Communication• Expansion of Services• Advocacy