



## MISSION

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To provide communities with the tools and support they need to teach children to play and dance to traditional old time and bluegrass music.

**STRATEGIC PRIORITY: Develop new outreach/marketing/support materials to reach new audiences for program development, fundraising purposes**

### Core Strategies:

- I. Create new promo video
- II. Publication of printed materials
- III. Target new music/cultural festivals for partnership
- IV. Pilot one adult JAM program

### KPIs (Measures):

- |   |        |
|---|--------|
| I. Establish baselines for Contact list, Partnership outreach     | Year 1 |
| II. Increase audience contact list by 30%                         | Year 2 |
| III. Increase number of views of media by 30%                     | Year 2 |
| IV. Increase collaborative partnership outreach list by 40%       | Year 3 |
| V. Form relationship(s) with potential well-known spokesperson(s) | Year 3 |
| VI. Offer one adult JAM program to 10 persons w/ feedback         | Year 3 |

**STRATEGIC PRIORITY: Expand the reach to develop new JAM programs in pre-determined target areas**

### Core Strategies:

- I. Provide consultation to aid in development of new JAM programs, guided by JAM Service Area Policy
- II. Create paid opportunities for touring artists/JAM alum to play recruitment/interest events in targeted areas

### KPIs (Measures):

- |   |        |
|---|--------|
| I. Develop 2 new programs per year                            | Year 1 |
| II. Involve 5 traditional musicians in recruitment events     | Year 1 |
| III. Develop 4 new programs per year                          | Year 2 |
| IV. Involve 10 traditional musicians in recruitment events    | Year 2 |
| V. Develop 5 new programs per year                            | Year 3 |
| VI. Involve 15-20 traditional musicians in recruitment events | Year 3 |

## **STRATEGIC PRIORITY: Support existing affiliate JAM program organizational and financial sustainability**

### **Core Strategies:**

- I. Collect data from current affiliates to determine programs with challenges related to student recruitment, retention, local leadership, quality of programming, usage of JAM resources and other needs
- II. Work with identified affiliates with challenges to re-structure program models and best practices

### **KPIs (Measures):**

- |      |  |        |
|------|--|--------|
| I.   | 60% affiliates submitting data                   | Year 1 |
| II.  | Re-establish 1 program lost due to COVID in SWVA | Year 1 |
| III. | 80% affiliates submitting data                   | Year 2 |
| IV.  | Re-establish additional program(s) in SWVA       | Year 2 |
| V.   | 100% affiliates submitting data                  | Year 3 |

## **STRATEGIC PRIORITY: Engage JAM Alumni in opportunities to further musical growth and involvement in traditional music community**

### **Core Strategies:**

- I. Develop participant information database and method of regular communication
- II. Partner with a realistic amount of high-profile music festivals annually to offer performance opportunities for alumni

### **KPIs (Measures):**

- |      |  |        |
|------|--|--------|
| I.   | Send regular communication to developed database                 | Year 1 |
| II.  | Accept at least 25 applications for Helen White Scholarship Fund | Year 1 |
| III. | Engage 5-8 alumni in performance opportunities                   | Year 2 |
| IV.  | Accept 30 applications for Helen White Scholarship Fund          | Year 2 |
| V.   | Engage 10 - 15 alumni in performance opportunities               | Year 3 |
| VI.  | Accept 35 applications for Helen White Scholarship Fund          | Year 3 |

## **STRATEGIC PRIORITY: Grow the financial base of the organization**

### **Core Strategies:**

- I. Dedicate new staff time to fundraising responsibilities
- II. Incentivize staff fundraising responsibilities with a 5% bonus if goal is reached
- III. Provide training and coaching for staff in the area of fundraising skill and diversification

### **KPIs (Measures):**

- |      |   |        |
|------|---|--------|
| I.   | Increase budget by additional \$160k/10% donor growth | Year 1 |
| II.  | Increase budget by additional \$200k/20% donor growth | Year 2 |
| III. | Increase budget by additional \$250k/30% donor growth | Year 3 |

## **STRATEGIC PRIORITY: Define sub regions of overall JAM region to enhance collaboration and offered opportunities for JAM affiliates**

### **Core Strategies:**

- I. Pinpoint 6-7 center locations to host regular monthly open jam session events w/ visiting artist hosts
- II. Create online groups in each region for communication
- III. Offer professional development opportunities within each sub region

### **KPIs (Measures):**

- |      |   |        |
|------|---|--------|
| I.   | Reach 300 children, family members, musicians with events | Year 1 |
| II.  | Reach 50 teaching artists with professional development   | Year 1 |
| III. | Reach 400 children, family members, musicians with events | Year 2 |
| IV.  | Reach 75 teaching artists with professional development   | Year 2 |
| V.   | Reach 500 children, family members, musicians with events | Year 3 |
| VI.  | Reach 100 teaching artists with professional development  | Year 3 |

## **STRATEGIC PRIORITY: Engagement of the Board of Directors**

### **Core Strategies:**

- I. Create and implement materials for Board of Directors members to utilize for supporting the mission, fundraising, and future recruitment

### **KPIs (Measures):**

- |      |   |        |
|------|---|--------|
| I.   | Increase number of directors to 10 according to Board matrix needs  | Year 1 |
| II.  | Engage committees to meet and work between regular board meetings   | Year 1 |
| III. | 100% of Board of Directors will agree to board engagement terms   | Year 1 |
| IV.  | Increase/maintain number of directors to 12 according to matrix needs   | Year 2 |
| V.   | Board of Directors will collectively bring 30 new prospects to the organization                               | Year 2 |
| VI.  | Board of Directors will maintain Board engagement terms to bring new donors and awareness to the organization | Year 3 |

## **STRATEGIC PRIORITY: Develop Hierarchy for JAM Training and Professional Development**

### **Core Strategies:**

- I. Determine ranking system and Identify existing credits of previous/current JAM teachers
- II. Develop JAM Teacher Certification Program, available through in-person professional development training events and an online module
- III. Implement paid benefits for certified JAM instructors
- IV. Explore relationships with institutes of higher education to develop accreditation for students working in JAM programs

### **KPIs (Measures):**

- |      |   |        |
|------|---|--------|
| I.   | Develop continuing annual awards for excelling JAM teachers     | Year 1 |
| II.  | Develop professional development database                       | Year 1 |
| III. | Paid Professional Development/Certification for 50 JAM teachers | Year 2 |
| IV.  | Accreditation program for 10 undergrad students                 | Year 3 |
| V.   | Certification for additional 25 JAM teachers                    | Year 3 |

## **STRATEGIC PRIORITY: Development of Curriculum and Enrichment Resources**

### **Core Strategies:**

- I. Provide tablature resources print and online to affiliates
- II. Provide podcasts available to general public
- III. Provide short videos for enrichment usage
- IV. Engage curriculum committee to evaluate usage and effectiveness of new resources

### **KPIs (Measures):**

- |       |   |        |
|-------|---|--------|
| I.    | Volume 1 “Top 50 Tunes of Old Time and Bluegrass” distributed to affiliates | Year 1 |
| II.   | Obtain 300 followers of podcast series                                      | Year 1 |
| III.  | 40% of programs will report using materials                                 | Year 1 |
| IV.   | Volume 2 – developed and distributed  | Year 2 |
| V.    | 60% teachers will report using curriculum                                   | Year 2 |
| VI.   | Increase followers of podcast series by 20%                                 | Year 2 |
| VII.  | Volume 3 developed and distributed  | Year 3 |
| VIII. | 70% teachers will report using materials                                    | Year 3 |
| IX.   | Increase followers of podcasts by additional 10%                            | Year 3 |

## **STRATEGIC PRIORITY: Increase communication and utilization of resources between parent office and affiliates by providing online platform**

### **Core Strategies:**

- I. Hire contractor to develop "JAM App" for smart phones to be integrated for usage with current affiliate staff, JAM kids to assist with service provision, branding recognition, data collection
- II. Market usage of app to affiliate staff, parents and students; offer related training

### **KPIs (Measures):**

- |      |  |        |
|------|--|--------|
| I.   | Develop and test mobile app with focus group/program | Year 2 |
| II.  | Release JAM App                                      | Year 2 |
| III. | JAM App will have at least 250 users                 | Year 3 |