

## **EXECUTIVE SUMMARY**

Education Through Music-Los Angeles (ETM-LA, Inc.) began programming in Fall 2006 in Los Angeles with the mission to provide and promote music into the curricula of under-resourced schools in order to enhance students' academic performance and creative and general development. ETM-LA's school populations include: an average of 80% qualify for the Free / Reduced Lunch Program, over 95% are people of color, and approximately 10% have special needs. We form long-term partnerships with schools (Grades PreK-8) that lack sufficient resources for a school-wide music program to **ensure equity and access for all**:

- Weekly, yearlong music instruction for *every* child, implementing a skills-based, culturally responsive, comprehensive and sequential curriculum
- Integration to support student learning in a range of areas
- Customized training and mentoring for music teachers/artists; professional development for classroom teachers; and guidance for principals
- Numerous concert opportunities throughout each year for our students and music teachers; parent/community involvement
- Ongoing assessment and evaluation



### **Program Goals**

1. Expansion to under-resourced schools – ensuring cultural responsiveness to each school's needs and vision; build support for school-wide reform through quality music education
2. Advance the field of music education by raising accountability for highly trained music teachers; provide unique program and training services.
3. Add approx. 5 Additional Partner Schools each year to serve a total of 50 Schools by Year 2021.
4. Evaluation - Assessment and evaluation of our ongoing music education programs are major components of ETM-LA. ETM-LA will engage in an external evaluation study.
5. Resource Development - Further develop ETM-LA's Music Teacher Resource Center: Library and Materials, Digital Capacity, Compose/Music Laboratory, Notation Software; Instrument Inventory: ETM-LA will build its own inventory to support schools' instrumental programs when needed.

**Operational & Financial Goals** - ETM-LA's vision for the next three years is to build capacity and a strong infrastructure to meet the expanding needs of the program, to grow the size and capacity of our board to further our mission, and to guide school administrators in working towards sustaining their music programs in the future. Objectives include:

#### *Core Administrative Staff - Building Infrastructure to Support Expansion*

1. Implement practices related to ETM-LA's Cultural Equity and Inclusion statement/policy. Strengthen HR Processes and systems with consultants; Expand HR role with updated software and systems.
2. Increase Benefits for Full-Time Staff: Establish 403(b) Retirement Program; Increase Salaries for Key Managers and program teams to be more competitive with market.
3. Provide ongoing professional development and leadership training/resources.
4. Recruit additional board members and assoc. members; utilize their skills through committees.

*Financially, ETM-LA's vision is to strengthen financial infrastructure (processes, policies) and diversify and expand income sources and to support program sustainability. Objectives include:*

1. Continue to update financial and operational policies/processes; leverage platforms and cloud-based software to create deeper efficiencies.
2. Invest in leadership training for school principals and administrators to develop strategies for future sustainability of music program - identifying funding & building parent involvement.
3. Increase the involvement of contributors, educators, business leaders, foundations, and other stakeholders in the planning of future fundraising events and campaigns.

4. Engage supporters, volunteers and interested contributors to utilize crowdsourcing fundraising platforms like Crowdrise.
5. Continue to strengthen and build individual contributor base.

#### **Board Development - Expand & Nurture Board to expand talent, leadership, and diversity:**

1. Strong music industry representation; incorporate more finance, marketing, technology background.
2. Strengthen committee responsibilities and processes.
3. Share best practices / provide professional development at board meetings.
4. Work with Board Coach to strengthen Fund Development processes.
5. Reach 23 total on board by FY21.

#### **Fund Development - Increase diversity of fundraising to build broader range of revenue streams:**

1. Target specific appeals/customize communications to diversified donor groups.
2. Utilize Development Plan with board/staff and board coaches; assist Board with Case for Support
3. Expand Adopt-A-School Sponsor Program.
4. Leverage 15<sup>th</sup> Year milestone (FY21) and the next decade to create campaigns FY20-FY21.
5. Host 1-2 Donor Appreciation Events throughout the year; use office to host events and engage.
6. Develop customized communication plan for top 50 donors.
7. Reach out to more government officials to build awareness for what ETM-LA is doing in each school and city council district; reach out to Congressmen, Senators and Representatives.
8. Annual Gala Event & other Special Events; school, community and parent fundraisers.

**Marketing / Communications** - ETM-LA works to ensure equitable opportunities for low-income youth and individuals through comprehensive, sequential music instruction for our youth, and solid training and support for the artists in our community to succeed:

1. Strengthen PR: Hire external writers to create major releases (News, Weather, to stop by a school).
2. Branding – make public aware; have real success stories.
3. Marketing when local and national artists visit schools.
4. Hold more specific fundraising events catered to diverse donor groups

**Community Involvement And Partnerships** - Education Through Music-LA continually engages the local community to support and enhance the arts experiences. Parents and other members in the community have become active volunteers, acting as ushers, fundraisers, and chaperones. We will continue to create opportunities for our music teachers and other local artists to perform for, engage, and give workshops in our schools and communities

**Looking Ahead** - ETM-LA looks to establish these long-term goals by our 20<sup>th</sup> year (2025-26):

- 1) Assist School Leaders in sustaining sequential comprehensive music programs,
- 2) Continue to invest in leadership development of our staff and board,
- 3) Present evaluation findings on the impact of our work in Los Angeles.

## **CONCLUSION**

Education Through Music-LA believes that music education has a positive, life-long impact on all children, and that we have an active role in nurturing under-resourced and marginalized communities and artists. ETM-LA's effectiveness relies upon strong school leadership; a comprehensive and sequential curriculum; knowledgeable, well-trained music teachers and teaching artists; performance opportunities; supportive school and community involvement; and ongoing assessment. These components lead to a positive change in school and community culture, which is a key factor driving our programs.