



BEAT Global Strategic Plan

Guiding Strategy for 2021 to 2025

BEAT Global

44-02 23rd Street, Suite 414

Long Island City, NY 11101

Executive Summary

BEAT champions Hip Hop as a dynamic tool in improving physical and mental wellbeing. BEAT accomplishes this mission through a three-pronged “program tunnel”. BEAT offers arts education programs rooted in Hip Hop culture to youth in under-resourced communities and to people with disabilities. Informed by observations of its programs, BEAT conducts clinical research on the efficacy of Hip Hop as a pathway to physical and mental wellbeing. Based on this research, BEAT trains professionals across industries to use Hip Hop as a tool to advance clinical and health practices.

Over the next five years, BEAT will focus in five main areas:

1. Operations and Administration: Hiring a new Executive Director; ensuring our board is highly engaged, playing a key governing role, and representing the people we serve; and ensuring efficient management of our programs so that we can more rapidly expand.
2. Arts Education: Expanding our arts education programming within and outside of New York City, with a focus on under-represented youth and people with disabilities.
3. Clinical Research: Engaging in clinical research studies to prove the efficacy of beatboxing and break dancing in clinical settings.
4. Tools & Training: Creating tools and offering continuing education trainings that allow clinicians and caregivers to effectively utilize Hip Hop tools for clinical and therapeutic interventions.
5. Marketing & Fundraising: Supporting our growth with more intentional, relationship-based fundraising and intentional marketing.

Organizational Description (or *How We Talk About BEAT*)

History

In the service of the Hip Hop principle of “***Each One, Teach One***”—BEAT’s original mission, established in 2009, was to preserve authentic Hip Hop culture and to teach young people how to leverage Hip Hop and creative self-expression to give them the tools to better advocate for themselves and their needs. BEAT quickly became a leader in New York City schools providing quality arts based education rooted in Hip Hop.

After a decade of programming in public schools, libraries, therapeutic settings, hospitals, and even refugee camps, BEAT’s instructors began to realize the utility of Hip Hop went well beyond self-advocacy. They watched as participants flourished—especially people with disabilities and youth in under-resourced communities. They saw Hip Hop as an effective pedagogical and therapeutic approach for improving health and wellness outcomes in the communities BEAT served.

While this was an unintended consequence, BEAT decided to follow the evidence and ask ***why*** this was happening. Why were participants seeing such incredible benefits from Hip Hop? Was it something specific about Hip Hop that produced these outcomes?

In 2017, BEAT began partnering with clinical researchers to answer that very question. They began investigating what about beatboxing led to better speech development in young people with speech and communication difficulties. Since that time, BEAT has developed additional partnerships with clinical researchers to investigate other realms of Hip Hop and its impact on health and wellness. Through this research, BEAT seeks to understand and optimize the power of Hip Hop as a pathway to improving health and healing.

In 2020, BEAT began seeking accreditations to provide continuing education courses based on the outcomes of its clinical research to teach professionals how to leverage Hip Hop’s proven benefits in educational, clinical, and therapeutic settings. The goal of these programs is to teach clinicians, educators, and caregivers how to incorporate Hip Hop into therapeutic and wellness settings.

Today, BEAT champions Hip Hop as a dynamic tool in improving physical and mental wellbeing. BEAT accomplishes this mission through a three-pronged “program tunnel”. BEAT offers arts education programs rooted in Hip Hop culture to youth in under-resourced communities and to people with disabilities. Informed by observations of its programs, BEAT conducts clinical research on the efficacy of Hip Hop as a pathway to



physical and mental wellbeing. Based on this research, BEAT trains professionals across industries to use Hip Hop as a tool to advance clinical and health practices.

BEAT Description

(Use for elevator pitch, press descriptions, and other places where you wish to list more than just the mission.)

ONE SENTENCE DESC: BEAT champions Hip Hop as a dynamic tool in improving physical and mental wellbeing.

ONE PARAGRAPH DESC: BEAT champions Hip Hop as a dynamic tool in improving physical and mental wellbeing. BEAT accomplishes this mission through a three-pronged “tunnel”. BEAT offers arts education programs rooted in Hip Hop culture to youth in under-resourced communities and to people with disabilities. Informed by observations of its programs, BEAT conducts clinical research on the efficacy of Hip Hop as a pathway to physical and mental wellbeing. Based on this research, BEAT trains professionals across industries to use Hip Hop as a tool to advance clinical and health practices.

Landmark Accomplishments

- 2020: “Cultural Impact Award” Honoree from The Korean American Association of Greater New York at their 60th Anniversary Gala.
- 2020: StartEd Hyper Accelerator
- 2018: Partnership with the Office of the United Nations High Commissioner for Refugees (UNHCR) to conduct Breakin’ workshops with 500 youth at the Za’atari refugee camp in Jordan.
- 2018: Finalist for the SDG Action Awards at the United Nations Global Festival of Action for Sustainable Development in Bonn, Germany.
- 2017: Camelback Fellow, James Kim
- 2012: Invited by the National Arts Council of Singapore, BEAT conducted workshops for 200 youth at the Youth Arts Symposium.



Mission, Vision and Values

Our Vision

We envision a world where Hip Hop is embraced as an integral tool in educational, clinical, and therapeutic settings to unlock the proven benefits of creative self-expression.

Our Mission

We develop inclusive, accessible arts education rooted in Hip Hop culture. Through our programming, clinical research, and professional development, we champion Hip Hop as a dynamic tool in improving physical and mental wellbeing.

(25 words: Through our arts education programming, clinical research, and professional development, we champion Hip Hop as a dynamic tool in improving physical and mental wellbeing.)

How We Work

Arts Education: We offer arts education programs rooted in Hip Hop culture to youth in under-resourced communities and to people with disabilities.

VALUES: Belonging & Inclusion, Creative Self-Expression, Preservation, Life Skill Development

Clinical Research: Informed by observations of our programs, we conduct clinical research on the efficacy of Hip Hop as a pathway to physical and mental wellbeing.

VALUES: Evidence-based, Solution Building

Professional Development: Based on our research, we train professionals across industries to use Hip Hop as a tool to advance clinical and health practices.

VALUES: Innovation, Validation, Advancement

Goals & Strategies

Administrative & Operational Goals & Strategies

Overall Goal: infrastructure of organization functions to effectively and sustainably grow the three primary program channels of the tunnel

A. Board Development

Goal 1: Build an active, engaged board that can guide, oversee, and advise the implementation of this strategic plan

Objective 1: Present the strategic plan to the board and have a conversation with current members about their desire to continue serving.

Objective 2: Recruit a new Executive Director with core competency in board development and management.

Objective 3: Create a board member job description, nominations, and vetting process.

Objective 4: Develop a board member qualification matrix to identify skills and representation needed in new board members.

Objective 5: Develop a robust new board member on-boarding and training process.

Objective 6: Begin recruitment process.

Objective 7: Set up a board leadership succession plan and sub-committees.

Goal 2: Ensure board is fulfilling its core legal and fiduciary responsibilities

Objective 1: Before recruiting new board members, the Executive Director and Board Chair should become well-versed in the core legal and fiduciary responsibilities of the board and craft the necessary policies and procedures to ensure BEAT is compliant.

Objective 2: Create a board member binder that includes key information and documents.

Objective 3: Create a plan to ensure all legal and fiduciary responsibilities are met through the course of the year in board meetings.

Objective 4: Educate all current board members on legal and fiduciary responsibilities.

Goal 3: Build a board that is representative of the populations we serve

Objective 1: Look at populations served vs. board to see where there are gaps in representation (Goal 1, Objective 3 is related).

Objective 2: Actively recruit board members who can ensure our leadership is representative of the populations we serve (Goal 1, Objective 6 is related).

Objective 3: Phase out the Disability Advisory Committee (DAC) as more members move into positions on the board or consider making DAC a sub-committee of the board.

B. Leadership Team

Goal 1: Hire an Executive Director to oversee implementation of this strategic plan

Objective 1: Create a job description for the Executive Director based on the core competencies identified as necessary to successfully implement and oversee this strategic plan.

Objective 2: Determine a process for hiring the new Executive Director.

Objective 3: Plan for the onboarding process and training of new Executive Director.

Objective 4: Begin recruitment process for the new Executive Director.

C. Organizational Management

Goal 1: Create a [clear organizational chart](#) with a more diffuse reporting structure

Goal 2: Build and maintain an organizational management structure and process that streamlines work and maximizes communication and productivity

Objective 1: Assign Strategic Plan goals and outcomes to specific staff members via updated "Roles and Goals" documents (job descriptions); consider relevant title changes/promotions based on job descriptions.

Objective 2: Create new organizational management structure to streamline communication and strategic plan oversight.

Objective 3: Create weekly and monthly staff and management check ins, based on best nonprofit practices.

Objective 4: Create documentation for check-ins, evaluations, and progress towards goals to keep all staff moving forward on the strategic plan.

Objective 5: Create an annual evaluation process to hold staff accountable to goals and outcomes, as well as to grant raises/promotions.

Objective 6: Make decisions about the extent of in-person/office work vs. remote work.

Goal 3: Create hiring and employment policies and procedures

Objective 1: Create a hiring procedure and employee orientation process.

Objective 2: Evaluate and update employee manual with attention to clearly defined benefits, procedures, and processes.



D. Financial Oversight

Goal 1: Create a new budget process adhering to best practices to ensure BEAT is ready to financially meet its goals

Arts Education Goals & Strategies

Overall Goal: We offer arts education programs rooted in Hip Hop culture to youth in under-resourced communities and people with disabilities.

A. Full Program Goals

Goal 1: Develop and implement a program evaluation process across the board to prove impact of the programs themselves (separate from clinical research)

Objective 1: Identify and track KPIs for programs to gather quantitative data.

Objective 2: Determine process for gathering and assessing qualitative data.

Objective 3: Determine how best to use the survey data to market to target audiences (parents, teachers, administrators, etc.).

Goal 2: Ensure that teaching artists reflect diversity of the students served by BEAT

Objective 1: Within the teaching roster, ensure Black and Brown teaching artists have sufficient teaching opportunities to support themselves.

Objective 2: Update calls for artists/job descriptions to specify artists who identify as BIPOC, trans, disabled, and female artists are encouraged to apply.

Objective 3: Work with partners in BIPOC, trans, disabled, and female spaces to identify teaching artists that represent the student diversity.

Objective 4: Create a training program that can support the artists going through the program to allow artists that do not have reserve funds to get trained.

Objective 5: Develop a system to identify potential BEAT teaching artists through the alumni program.

Goal 3: Develop a defined curricula for each program

Objective 1: Develop clear guidelines around health and wellness goals of each program.

Objective 2: For each program, create a manual that codifies and helps to implement the health and wellness goals for each style of teaching (workshop vs. residencies).

Objective 3: Revise curricula as needed to incorporate learning from participant feedback and clinical research findings.

Objective 4: Be more intentional in training TAs in health objectives of the program.

Objective 5: In any future program development, ensure that program development adheres to our new health/wellness model of teaching and learning.

B. BEAT ROCKERS

Goal 1: Scale up in school/virtual programming to at least 5 full-semester residency programs per semester by 2025

Objective 1: (Fall 2021) ONE full-semester residency

Objective 2: (2022) Spring two full-semester residency/Fall three full-semester residency

Objective 3: (2023) Stabilize with returning partners; freshman cohort to work with to seniors

Objective 4: (2024) Four

Objective 5: (2025) Five

Objective 6: (2026) Stabilize year

Goal 2: Develop and market virtual programming packages to offer to parents and community groups as a form of earned income

Objective 1: Create distinct packages (1 day, 3 day, 1 month, semester, year) with clear cost and payment structure, curriculum, and process to ensure priority and attention remains on in-school programming.

Objective 2: Determine eligibility criteria for free, at-cost, or full-cost program offering for schools, community groups, etc.

Objective 3: Lightly market the offerings through website and limited social media.

C. BEAT EXPLORERS

Goal 1: Identify needs for teaching artists to succeed in the virtual programming space

Objective 1: Formal conversations with teaching artists.

Objective 2: Research other similar programs and see how they have adapted.

Objective 3: Identify accessible, but also robust online tools; and provide training for teaching artists to use.

Goal 2: Scale up in school/virtual programming to at least 5 full-semester residency programs per semester by 2025

Objective 1: (Fall 2021) ONE full-semester residency

Objective 2: (2022) Spring two full-semester residency/Fall three full-semester residency

Objective 3: (2023) Stabilize with returning partners; freshman cohort to work with to seniors

Objective 4: (2024) Four

Objective 5: (2025) Five

Objective 6: (2026) Stabilize year

Goal 3: Create programming goals, curricula, and marketing to focus BEAT Explorers on being a mental health tool for participants, particularly for under-resourced communities, including:

- Youth facing homelessness
- Youth involved in the Juvenile Justice System
- Youth in need of mental health services (research connection in music therapy)
- Youth who are immigrants/first generation (CUNY)
- Youth who identify as LGBTQIA+

Objective 1: Pair teaching artists with a mental health counselor to ensure that the program is truly addressing mental health needs.

Objective 2: Create programs that are specific to the community being served by pairing with mental health counselors that serve those communities.

Objective 3: Find a grant or funding to allow a partnership between BEAT and organizations serving the target community to allow them to offer the program for free AND potentially fund the mental health/social workers on their staff.

D. BEAT BREAKERS

Goal 1: Create a BEAT Afterschool Program

Objective 1: (School Year 2021-2022) Pilot one BEAT-led program (low-cost programming, fee for service), once to twice a week every week for semester - 25 kids fall/25 kids spring - 50 kids reached.

Objective 2: (School Year 2022-2023) Increase single BEAT-led program to four days per week (M-Th) - 25 M/W, 25 Tu/Th - 50 kids total each semester - 100 kids total.

Objective 3: (School Years 2023-2024 and 2024-2025) Stabilize years; more participants as primary focus.

Objective 4: Identifying another stream of income that would allow us to offer programming for free indefinitely.

Objective 5: Ensure kids who go through this program are cultivated and kept in the alumni program (especially with kids taking program consistently).

Objective 6: Determine opportunities to messaging Breakers as a health and wellness program to get it into schools as a physical education program as well as arts offering.

Goal 2: Scale up in school/virtual programming to at least 5 full-semester residency programs per semester by 2025 with 12 kids in each program

Objective 1: (Fall 2021) Two full-semester residency

Objective 2: (2022) Spring two full-semester residency/Fall three full-semester residency

Objective 3: (2023) Stabilize with returning partners; freshman cohort to work with to seniors

Objective 4: (2024) Four

Objective 5: (2025) Five

Objective 6: (2026) Stabilize year

Goal 3: Figure out how to screen partners to ensure consistent participation in BEAT's programs

Objective 1: What can we learn from BEAT-led programming to encourage participation.

Objective 2: Identify ways to incentivize participation for the students.

Objective 3: Create a system to ensure payment on programs.

Objective 4: Policy to protect BEAT and TAs if schools can't provide engagement.

Goal 4: Develop Breakers as a PE elective in schools

Objective 1: Develop BEAT Breakers pilot program in physical education

Objective 2: Develop and test a core curriculum for BEAT Breakers, bringing health components front and center.

Objective 3: Do more evaluation (heart rate monitors) on health outcomes based on program, as a potential for research portion of funnel and to add to program evaluation.

Objective 4: Figure out how to align BEAT Breakers into phys ed programming requirements; determine how to pitch and integrate into schools.

E. BEAT LETTERS

Goal 1: Consider resuscitation of the program in 2025 (pending capacity, demand, value to tunnel)

F. Teach the Teacher (Artist Training/T3)

Goal 1: Re-develop and re-envision the program for new expansion paradigm

Objective 1: Get clear on roster - who wants to really lean into the programming and who wants to step off at this time.

Objective 2: Fill up the current TA's plates before recruiting new artists.

Objective 3: Create a "graduated" system where TAs start in the arts education program, and then create growth opportunities into the Tools & Training program.

Objective 4: Revamp T3 to train new teaching artists for expanded cities.

Clinical Research Goals & Strategies

Overall Goal: Informed by observations of our programs, we conduct clinical research on the efficacy of Hip Hop as a pathway to physical and mental wellbeing.

A. Full Program Goals

Goal 1: Ensure Research Studies are published in Peer-Reviewed Journals with at least one publication per research study

Objective 1: Determine the feasibility of the goal.

Objective 2: Determine the process of applying and drafting research articles with co-authors.

Objective 3: Apply to journal opportunities.

Goal 2: Present at industry conferences, with a minimum of 2 conferences per year

Objective 1: Figure out how to make the workshops appealing for different industry conferences or conferences for specific disabilities (ASHA conference for start, Nov 2022).

Objective 2: Create a presentation/workshop to take to conferences to share CE information and/or trainings.

Objective 3: Track the outcome (sales of continuing education courses) and see if that covers the costs of going to the conferences to assess strategy as marketing for CE courses.

Goal 3: Look for opportunities to share research findings in “popular media” and other non-academic forums

Objective 1: Build a list of potential outlets that could be interested in our research studies and findings.

Objective 2: Look at TED and other conferences that are outside of industry to promote the idea of wellness and Hip Hop.

Goal 4: Build partnerships with researchers in a thoughtful, proactive manner

Objective 1: Determine cost vs. funding opportunities of current and future research studies.

Objective 2: Pending determination on costs, look at institutional capacity to support research studies.

Objective 3: Work with potential research partners to create studies for priority research topics.

Goal 5: Create a system to build research studies into the arts education programming

Objective 1: Determine how to incorporate research into the schools - permissions, how to handle kids whose parents don't give permission, how the researchers

can be less disruptive, do researchers need background checks. Create a manual to guide the process.

Objective 2: Figure out how to build and recruit research participants for the studies that need separate participants (Standard Operating Procedures for BEAT in working with schools and participants).

Goal 6: Ensure that research findings are not siloed, that we discuss the findings and their impact on the other portions of the tunnel

B. Speech Therapy Clinical Research

Goal 1: Demonstrate the efficacy of beatboxing as a tool for speech therapy

Objective 1: Finish the first research study.

Objective 2: Monitor continuing ed program feedback to see where additional research is needed or could be beneficial.

Objective 3: Aim for one new research study per year.

C. Music Therapy Clinical Research

Goal 1: Prove the assumption that beatboxing produces the same music therapy benefits as playing traditional instruments

Objective 1: Complete initial research study and evaluate findings.

Objective 2: Replicate study with different populations.

D. Dance Clinical Research

Goal 1: Look at benefits of break dancing in health/wellness

Objective 1: Work with partners (like ILL-abilities) to figure out what the best direction is for this program.

Objective 2: Identify best research methods for looking into breakin' as a health/wellness tool and/or for creating gross motor skills and strength.

Objective 3: Look at gross motor skills and strength building as potential benefits of breakin'.

Objective 4: Figure out the ways that teachers in BEAT Breakers can incorporate learning into working with program participants (making dance inclusive).

Goal 2: Package breakin' as a health or fitness program for children and adults

Training & Tools Goals & Strategies

Overall Goal: Based on our research, we train professionals across industries to use Hip Hop as a tool to advance clinical and health practices.

A. ASHA Continuing Education Offerings for SLPs

Goal 1: Attain ASHA CE Provider approval for live Zoom Beatboxing as Speech and Language Intervention course - COMPLETE

Goal 2: Decide what is the best price for a live Zoom CE course

Objective 1: Research competitor pricing.

Objective 2: Test pricing via word of mouth.

Objective 3: Conduct Profit & Loss analysis to determine how course fees mitigate overhead.

Objective 4: Determine feasibility and cost of doing in-person workshops.

Goal 3: Develop a pre-recorded course that will seed interest in live workshop

Objective 1: Develop a course with an SLP that will peak the interest of SLPs across the field.

Objective 2: Build out a course platform that meets or exceeds our registration, tracking, course delivery, assessment, and evaluation expectations.

Objective 3: Recruit three rounds of pilot testers that will participate in the course and provide feedback for direct implementation.

Objective 4: Achieve ASHA approval for a pre-recorded course.

Objective 5: Determine cost for SLPs, if TA will receive residuals.

Goal 4: Launch successful marketing plan to recruit SLP participants for live and pre-recorded workshops

Objective 1: Create a course offering calendar with input from Chesney.

Objective 2: Launch marketing campaigns on free channels, including referrals and affiliate marketing outreach through partners.

Objective 3: Identify relevant industry conferences to sponsor and/or conferences at which to present.

Goal 5: Develop training program for BEAT TAs to teach ASHA Continuing Education courses

Objective 1: Identify how many and which BEAT TAs will need to be trained.

Objective 2: Develop TA curriculum and supplementary materials for workshops.

Objective 3: Conduct trainings to grow roster of Teaching Artists for CE.

B. CBMT Continuing Education Offerings for Music Therapists

Goal 1: Based on learning from ASHA CE Course delivery, develop CE course for Music Therapists

Objective 1: Research the connections and applications of beatboxing and music therapy.

Objective 2: Identify a Music Therapist to be primary consultant.

Objective 3: Develop Beatboxing for Music Therapy Course.

Objective 4: Attain approval to be a CBMT CE Provider.

C. Training Our Method to Other Teaching Artists

Goal 1: Develop BEAT+ Certification for Teaching Artists around the US and internationally

Objective 1: Develop a unique curriculum that would be useful for teaching artists outside of BEAT.

Objective 2: Do a P&L assessment to see if there's enough demand.

Objective 3: Figure out partnerships with other Hip Hop-based arts organizations to bring in BEAT's method.

D. Alphabeat

Goal 1: Develop Alphabeat course content

Objective 1: Launch Beta release for feedback and iteration.

Objective 2: Develop Pre-Release based on feedback from Beta.

Goal 2: Formalize business model via market research, user feedback, and P&L analysis

Goal 3: Develop marketing strategy that demonstrates that the product works

Goal 4: Create final product

Goal 5: Based on business model, determine content update calendar

E. Professional Development for Teachers & Administrators

(Table this until it makes sense; not a priority for now)

Fundraising Goals & Strategies

Overall Goal: To develop the financial resources to sustainably grow the organization.

Goal 1: Assess the current budget needs and identify prospective funding sources to fill current, immediate needs

Goal 2: Once Strategic Plan is in a timeline, create draft budgets for coming years to identify future funding needs and identify best prospects for filling those funding needs (grants, individual giving, earned income)

Goal 3: Build up a robust grants management system to stay on top of applications, reports, and financial oversight

Objective 1: Identify grant prospects to allow arts education programming to be offered to schools at reduced or free cost, keeping in mind specialty target populations BEAT hopes to serve.

Goal 4: Begin building an individual giving program

Objective 1: Ensure continued movement away from “transactional” fundraising and into relationship-based fundraising.

Objective 2: Major gifts fundraising program to start (in close consultation with ED and board).

Objective 3: Peer-to-peer fundraising for new donor acquisition.

Objective 4: Assess prospects of social media as funding source.

Objective 5: Develop and launch a monthly giving program.

Marketing Goals & Strategies

Overall Goal: To develop the channels to support the operational goals of all above.

Goal 1: Fully develop the BEAT Alumni and Mentorship program into a robust offering that keeps program alumni fully engaged with BEAT in the long term as a source for cultivating teaching artists, longitudinal study participants, and/or future funders

Objective 1: Create a system to capture parent and student contact information (email, phone, social) as frequently as possible, putting into a system where their engagement can be tracked over the long term.

Objective 2: In the short term, have a program of engagement for parents who can keep pressure on schools to keep BEAT programming and continue to encourage their children to participate.

Objective 3: Determine best ways to keep participants under age of 18 engaged, while respecting that they are underaged.

Objective 4: Build up a robust program of engagement and mentorship for participants who have graduated.



Objective 5: Create a method to identify prospective teaching artists through the mentorship program.

Goal 2: Expand BEAT’s marketing materials to focus on the new mission and paradigm of Hip Hop as a tool for health and wellness, looking for opportunities to market in the health/wellness space as well as within artist communities

Objective 1: Seek opportunities to publicise clinical research and arts education outcomes within “popular media” focused on health/wellness.

Objective 2: See that BEAT’s website and social media provide opportunities for the public to see health/wellness goals of programming.

Goal 3: Ensure that BEAT’s Branding and Identification stays consistent and high-quality

Goal 4: Ensure that programming can be promoted by being consistent about getting photographs, acquiring waivers for photo use, and other promotional considerations

Goal 5: Grow BEAT’s social media as the “go-to place” for Hip Hop fitness and wellness among educators, clinicians, and alumni

Objective 1: Identify which platforms are best for specific kinds of content and purposes.

Objective 2: Ensure BEAT is verified on relevant social media platforms.

Objective 3: Build BEAT’s social media as a major driver of inquiries and partnerships from other organizations.

Objective 4: Engage Influencers who want to collaborate and support BEAT’s mission.