



nm|mc



# New Mexico Music Commission



2016-2018

## Strategic Plan

*promoting New Mexico's rich and diverse musical heritage*

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## Contents

- 4 Executive Summary
- 5 Music Commission Authorization of Strategic Plan
- 6 Organizational Description
- 7 Mission and Vision
- 8 Goals, Objectives, and Strategies

## Appendices

The following forms will be completed by each Strategic Planning subcommittee.

- 10 A – Action Plan
- 12 B – Planning Process
- 13 C – Strategic Analysis Data: External Analysis, Internal Analysis, and Key Issues
- 19 D – Committee Members and Committee Chair Goals
- 23 E – Committee Work Plans
- 25 F – Budget Planning and Operating Budgets (aka Budget versus Actual)
- 31 G – Financial Reports
- 32 H – Monitoring and Evaluation of Plan
- 34 I – Status Update

Art and Cultural Industries, which include the state’s vibrant music industry, pump \$5.6 billion into New Mexico’s economy. The state’s Arts and Cultural Industries support 76,758 jobs, 1 in 10 jobs statewide, with an impact of \$2.2 billion in salaries.

~ University of New Mexico Bureau of Business & Economic Research Report ‘Building on the Past, Facing the Future: Renewing the Creative Economy of NM’ commissioned by the NM Department of Cultural Affairs.

## Executive Summary

The purpose of the New Mexico Music Commission's three-year Strategic Plan is to advance, in a carefully considered and coordinated manner, opportunities for the New Mexico music industry to further benefit our state's economy, education system, and citizenry as well as enable musicians, working in all musical genres, to have a healthy and thriving environment in which to create and be recognized for their efforts and expertise. This will be accomplished through a pattern of advocacy and promotion, identification and supplementation of existing programs, production of events, and collaboration with state agencies and the private sector.

The Strategic Planning Committee met numerous times throughout 2015 to identify and categorize the needs and opportunities of the state's music industry, which were then translated into the Goals and Objectives of the Strategic Plan. As part of the process, the Commission invited public comment, as well as feedback through Social Media and from an online public survey, which provided valuable insight and direction to the plan. Strategic Planning Committee members are Commission Chair David Schwartz, Committee Chair Joe Brown, Commission Administrator Thomas Goodrich, and Commissioners Dan Stoddard, Rick Huff, and Renato Estacio.

Specific achievable goals included in the Strategic Plan are as follows:

1. Music Awareness & Advocacy (media partnerships, outreach, legislative support)
2. Music Industry Clearinghouse (statewide listing of events, venues, businesses)
3. Events & Activities (ART2ART, Cultural Collaborative, NMMC Signature Event)
4. Music Education (needs, coordination of sources, funding)
5. Collaboration & Partnerships (new projects, support of existing projects)
6. Development (project funding, scholarships, general operating funds)



Our new logo, adopted April 2015.

The methodology and implementation of the Strategic Plan will involve formation of subcommittees for each of the plan's six goals. Subcommittees will be chaired by a sitting Music Commissioner. Each subcommittee will recruit additional expertise from the public and private sectors to assist in implementation of their goal. Emphasis will be placed on tracking progress and success. Bi-monthly reporting by the subcommittees to the Commission will help to insure continued forward momentum.

# Music Commission Approval of Strategic Plan

The New Mexico Music Commission, as appointed by and serving at the discretion of Governor Susana Martinez, approved by unanimous vote its 2016-2018 Strategic Plan on Tuesday, January 12, 2016 at the Meem Auditorium, Museum Hill, Santa Fe.

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# Organizational Description

## *History of the Music Commission*

The New Mexico Music Commission (NMMC) was initially created in April 2005 by executive order. It was codified into state statute in 2009 by the New Mexico Legislature under a bill introduced by Albuquerque Representative Al Park after passing unanimously in both the House and Senate. *Music Commission Act, Sections 18-16-1 through 18-16-4 NMSA 1978 (being Laws 2009, Chapter 13, Sections 1 through 4).*

## *Purpose of the Music Commission*

The Music Commission works throughout the state and with other state agencies, like the Tourism and Film Departments, to promote the many New Mexico musical traditions spanning from the ancient melodies of New Mexico's Native nations, tribes, and pueblos, to opera and symphony, to chart topping current hits of new Mexico residents.

## *Duties of the Music Commission*

- Advise New Mexico Arts, the Department of Cultural Affairs, other state agencies, and the Governor concerning the protection, promotion and preservation of music and the music industry in New Mexico;
- Advise New Mexico Arts on music-related policies;
- Advise and assist public agencies in elevating the role of music in New Mexico;
- Foster appreciation of the value of music;
- Make New Mexico a music destination for both visitors and music professionals;
- Encourage the educational, creative and professional musical activities of the residents of New Mexico and attract outstanding musicians to New Mexico through appropriate programs of publicity, education and coordination and through direct activities, such as sponsorship of music;
- Protect, promote and preserve the musical traditions of New Mexico; and accept on behalf of the state donations of money, property and other things of value as, in New Mexico Arts discretion, are suitable and will best further the aims of the Music Commission Act.

U.S. Department of Education data show that students who report consistently high levels of involvement in instrumental music during the middle-and high-school years show "significantly higher levels of mathematics proficiency by grade 12."

~ James Catterall, Richard Chapleau, and John Iwanaga, "Involvement in the Arts and Human Development," 1999

# Mission and Vision Statement

## *Mission Statement*

The New Mexico Music Commission is a state commission established and appointed by the Governor of New Mexico to preserve and advance New Mexico's rich music heritage by providing a public directory of New Mexico musicians and its music industry; identifying and circulating information on amateur and professional music opportunities and music education for all levels of musicians; collaborating with the Film Commission and other organizations to tap into growing industries needing creative musicianship; advancing the reputation and attractiveness of New Mexico with the Tourism Department and other organizations as a visitor destination offering excellent music experiences; and in general working with the state to protect, promote, and preserve New Mexico's musical traditions and the music industry.



Gary Meyers (artist) and Casey Anderson (musician) featured in the New Mexico Music Commission's ART2ART collaborative arts series, November 18, 2015 at Warehouse21.

## *Vision Statement*

The New Mexico Music Commission will execute the ideas and strategies of the Strategic Plan which will gather together and effectively organize the most influential voices for music in the state so that the NMMC will be the most complete, authoritative and credible source of information, advocacy, and programs to advance New Mexico music and musicians both within and beyond the State of New Mexico.

78% of Americans feel learning a musical instrument helps students perform better in other subjects.

~ Gallup Poll, "American Attitudes Toward Music," 2003



# Goals, Objectives, and Strategies

## 1. *Music Awareness and Advocacy*

Increase public awareness of the Music Commission and emphasize the quality, expertise, and professionalism, spanning all musical genres, of the state's music industry.

- A. Promote the state's music industry and New Mexico Music Commission initiatives
  - i) Strengthen media partnerships
  - ii) Develop original content
  - iii) Enhance outreach
- B. Advocate for the state's music industry and the New Mexico Music Commission
  - i) Foster legislative awareness
  - ii) Cultivate interdepartmental awareness
  - iii) Increase public awareness

## 2. *Music Industry Clearinghouse*

Provide a centralized listing of music events, venues, artists, and music-related businesses for the state's rich and diverse music industry.

- A. Provide a statewide listing of music activities and events
  - i) Create an online music calendar and publish on the Music Commission Web site
- B. Provide a statewide listing of music venues
  - i) Create a sub-directory of music performance venues in current New Mexico Music Directory
- C. Provide a statewide directory of artists and music-related businesses
  - i) Upgrade current existing statewide Music Directory

## 3. *Events and Activities*

Expand Music Commission's existing events and develop a new high profile signature event to recognize and serve the state's music industry.

- A. Promote the ART2ART program
  - i) Expand ART2ART program from Santa Fe only venues to various venues throughout the state
- B. Solidify Platinum Achievement Award in the state's vernacular
  - i) Elevate awareness of and interest in the Platinum Achievement Award throughout the state
- C. Promote the Cultural Collaborative / Historic Sites Concerts
  - i) Expand the state Historic Sites Concerts
- D. Establish in the next two years a high profile Music Commission signature event in a large population center that does not conflict with any existing events or programs around the state, as a means of raising awareness of the state's Music Industry and the Music Commission.
  - i) Collaborate with community partners
  - ii) Promote New Mexico musicians, venues, and event sponsors
  - iii) Organize event to serve as a fundraiser for the commission



#### 4. *Music Education*

Support the expansion of music education that does not conflict with any existing events or programs around the state.

- A. Investigate current music education programs throughout the state to identify needs not being currently being met
  - i) Pre-K, K-12, and Secondary Music Education programs
- B. Coordinate a centralized clearinghouse of music education programs statewide
  - i) Explore possible connections between sources and needs in educational programming
- C. Create a plan to assist in filling identified gaps in music education programs aimed at continuing education and career development for adults throughout the state
  - i) Explore the needs and resources currently available in the state for professional development and continuing education for amateurs programs

#### 5. *Collaboration and Partnership*

Develop and coordinate collaboration and partnership with complimentary organizations throughout the state to increase and enhance Music Commission's activities and visibility that promote the state's Music Industry.

- A. Establish new collaborations and partnerships
  - i) Collaborate with the state's Film Industry and various private/community partners and state agencies on new projects
- B. Endorse and support ongoing activities, collaborations and projects as they evolve
  - i) Collaborate with the Film Industry and various private/community partners and state agencies on existing projects

#### 6. *Development*

Create a comprehensive and sustaining funding campaign to assist in the implementation of Music Commission events and projects.

- A. Procure funding from the Music Commission Foundation and other sources for Music Commission projects and events, as identified in the Strategic Plan
  - i) Seek donors and benefactors
  - ii) Write grant proposals
  - iii) Seek sponsors and underwriters
- B. Procure funding from the Music Commission Foundation and other sources for Scholarships and Music Commission General Operating Funds
  - i) Produce fundraisers for music scholarships and the Music Commission's General Operating Funds
  - ii) Obtain General Operating funds

Students who were exposed to music-based lessons scored a full 100% higher on fractions tests than those who learned in the conventional manner.

~ Neurological Research, March 15, 1999

# Appendix A

## Action Plan

In the section labeled "Action Planning" on the following page, write down action plans, especially for the next year. Action plans specify *how* the strategic goals and objectives will be carried out. Action plans include *who* (Responsibility column) is responsible for achieving each objective and *by when*. Write objectives to be "SMARTER" – that is, they must be:

**S**PECIFIC

**M**EASURABLE

**A**CCEPTABLE to those working to achieve the goals

**R**EALISTIC

**T**IMELY

**E**XTENDING the capabilities of those working to achieve the goals (and finally)

**R**EWARDING to them.

Use the Action Planning form as your To-Do list. Fill out a separate Action Plan for each Strategic Objective that underlies your Strategic Goal. Consider keeping separate Action Plans for each Strategy and/or Step, if it will help keep you more organized.



Notable New Mexico musician,  
Tom Bee, of XIT, Motown Label.

"We need people who think with the creative side of their brains—people who have played in a band, who have painted...it enhances symbiotic thinking capabilities, not always thinking in the same paradigm, learning how to kick-start a new idea, or how to get a job done better, less expensively."

~ Annette Byrd, GlaxoSmithKline

Committee Name \_\_\_\_\_

Committee Chair \_\_\_\_\_

Strategic Goal # \_\_\_\_\_ Strategic Objective \_\_\_\_\_

Strategy, Step, Performance Goal	Date of Completion	Responsibility	Status and Date

## Appendix B

### Planning Process

This appendix includes,

- **HOW:** description of how the various projects/events associated with your goal were developed and implemented
- **WHO:** who was involved in the planning and execution
- **PROBLEMS:** any major problems that may have arisen during the planning and execution of your goal
- **LESSONS:** lessons learned during the planning process

Use the form on the following page to compile your Planning Process. Fill out a separate Planning Process form for each Strategic Objective underlying your Strategic Goal. If necessary, do so for each Strategy and/or Step.



Notable New Mexico musician, Al Hurricane, the Godfather of New Mexico music.

“The arts are an essential element of education, just like reading, writing, and arithmetic...music, dance, painting, and theater are all keys that unlock profound human understanding and accomplishment.”

~ William Bennett, Former US Secretary of Education

Committee Name \_\_\_\_\_

Committee Chair \_\_\_\_\_

Strategic Goal # \_\_\_\_\_ Strategic Objective \_\_\_\_\_

**HOW**

**WHO**

**PROBLEMS**

**LESSONS**

## Appendix C

### Strategic Analysis Data

The form on the following page will help you to solidify analysis of your goal and objectives. It guides you through research of:

- *External* conditions, such as political, economic, societal, and technological trends as well as stakeholder's impressions
- *Internal* conditions, such as strengths, weaknesses, opportunities of your goal and underlying objectives

And helps you identify key issues that need to be taken into consideration before developing a specific project or event. This information may encourage you to take another approach and/or identify new performance goals.



Taos Community Chorus, a New Mexico Arts music grantee.

"A broad education in the arts helps give children a better understanding of their world ... We need students who are culturally literate as well as math and science literate."

~ Paul Ostergard, Vice President, Citicorp

## External Strategic Analysis

Committee Name \_\_\_\_\_

Committee Chair \_\_\_\_\_

Strategic Goal # \_\_\_\_\_

From our external analysis, we identified the following trends and how they might affect the implementation of our Goal and underlying Strategic Objectives:

<b>Political trends</b>
<b>Economic trends</b>
<b>Societal trends</b>
<b>Technological trends</b>
<b>Stakeholders' impressions</b>



## Internal Strategic Analysis

Committee Name \_\_\_\_\_

Committee Chair \_\_\_\_\_

Strategic Goal # \_\_\_\_\_

From our internal analysis (Strengths, Weaknesses, Opportunities, and Concerns), we identified the following factors that might affect the implementation of our Goal and underlying Strategic Objectives:

<b>Strengths</b>
<b>Weaknesses</b>
<b>Opportunities</b>
<b>Concerns</b>

## *Listing of Strategic Issues*

To identify the key issues identified from your strategic analyses, consider the following guidelines:

- a) From considering the effects of weaknesses and threats that you identified, what are the major issues that you see? List as many as you can. Consider issues over the term of your strategic plan, but look very closely at the next year especially. Many organizations have stumbled badly because they ended up "falling over their feet" while being focused much too far down the road.
- b) Consider each of the issues. Ask whether it's "important" or "urgent." Often, issues seem very important when they're only urgent, for example, changing a flat tire is an urgent issue - but you'd never put "changing a tire" in your strategic plan. Attend only to the important issues and not the urgent issues.
- c) Deal with issues that you can do something about. Issues that are too narrow do not warrant planning and issues that are too broad will bog you down.
- d) Issues should be clearly articulated so that someone from outside of the organization can read the description and understand the nature of the issue.

Fill out the form on the following page to document key issues for your goal.



Notable New Mexico Music Educator, Dr. William Clark, 2015 Governor Arts Award recipient.

"Music education opens doors that help children pass from school into the world around them – a world of work, culture, intellectual activity, and human involvement. The future of our nation depends on providing our children with a complete education that includes music."

~ Gerald Ford, Former President of the United States

Committee Name \_\_\_\_\_

Committee Chair \_\_\_\_\_

Strategic Goal # \_\_\_\_\_

The Music Commission must address the following key issues in order to execute this goal and its underlying objectives:

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

## Appendix D

### Committee Members, Work Plans, and Goals for Chair

#### *Formation of Committees for each Goal*

There will be six committees formed to develop and implement each of the goals comprising the Music Commission's Strategic Plan. The Strategic Planning committee will serve as an advisory team to help goal committees and their chairs implement their objectives.

The Committee Name will be the title of the Goal you are implementing. For example, the 6<sup>th</sup> Goal of the Strategic Plan is titled, 'Development' – this will also be the committee name and the Strategic Goal # will be 6.

Use the form on the following page to list your committee members and their roles on your team.



Members of the Santa Fe Symphony.

95% of Americans in a 2003 Gallup Poll believe that music is a key component in a child's well-rounded education; three quarters of those surveyed feel that schools should mandate music education.

~ Gallup Poll, "American Attitudes Toward Music," 2003

## Committee Members

Committee Name \_\_\_\_\_

Committee Chair \_\_\_\_\_

Strategic Goal # \_\_\_\_\_

<b>Music Commissioner(s)</b>
<b>State Agencies &amp; Contact(s)</b>
<b>Private, Non-Profit, Public Organizations &amp; Contact(s)</b>
<b>Individual Volunteers</b>
<b>Other Members</b>

## *Goals for Committee Chairs*

The Music Commission Executive Committee is responsible to provide ongoing governance and direction of the Music Commission, in conjunction with New Mexico Arts, the Department of Cultural Affairs, and as directed by the Governor's Office and the state Legislature. The Executive Committee establishes the role of the Committee Chairs. The Executive Committee is responsible to oversee the performance of the Committee Chairs and evaluate their performance on a regular basis.

Each Committee Chair should be attending to responsibilities and goals that are directly aligned with the strategic goals and objectives of the Music Commission.

Goals should be designed and worded to be "SMARTER", that is, Specific, Measurable, Acceptable to each Committee Chair, Realistic, Timely, Extending the capabilities of each Committee Chair, and Rewarding for her or him to accomplish.

The committee chair will review the Strategic Goal and underlying objectives and identify Goals to accomplish the plan. Use the following form to document your goals.



Volunteers at the Jemez Historic Site concert, June 2015.

The College Entrance Examination Board found that students in music appreciation scored 63 points higher on verbal and 44 points higher on math than students with no arts participation.

~ College-Bound Seniors National Report: Profile of SAT Program Test Takers. Princeton, NJ: The College Entrance Examination Board, 2001

## Committee Chair Goals

Committee Name \_\_\_\_\_

Committee Chair \_\_\_\_\_

Strategic Goal # \_\_\_\_\_

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	



## Appendix E

### Committee Work Plans

One of the best ways to ensure that your committee is fully participative and effective is through use of work plans. With your committee members, design a work plan(s) for each objective. A work plan is the plan that each committee references to guide completion of their contribution to the Music Commissions' strategic plan.

On the following page is a Committee Work Plan form to be used for this purpose. Make as many copies of the form as needed.



The Smithsonian calls Antonia Apodaca, from Rociada, NM, a 'National Treasure.'

Music training helps under-achievers. Students lagging behind in scholastic performance caught up to their fellow students in reading and surpassed their classmates in math by 22% when given music instruction over seven months.

~ Nature, May 23, 1996

## Committee Work Plan

Committee Name \_\_\_\_\_

Committee Chair \_\_\_\_\_

Strategic Goal # \_\_\_\_\_ Strategic Objective \_\_\_\_\_

Action	Date of Completion	Status and Date

## Appendix F

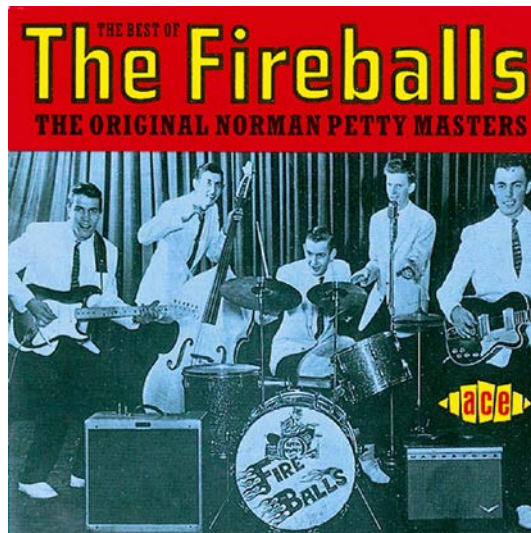
### Budget Planning and Operating Budget

aka Budget versus Actual

In the table labeled "Budget Planning" included on the next page, list the resources you will need to achieve your goal in the strategic plan and the costs to get and use the resources -- especially over the next year. You don't have to be exactly accurate -- besides, you may end up changing your budget as you give more attention to product design and planning. You should do a budget for each of the years included in the span of time covered by your strategic plan -- but give particular attention to the first year of the time span.

Look at each of your objectives. Think about how much revenue it might generate. Next, think about the expenses to run the program, such as human resources, facilities, equipment, special materials, marketing and promotions, etc. Include this information on your Budget Plan.

The following table may need to be modified to suit the needs and nature of your projects. (See the advice and materials suggested in the previous section.)



Notable New Mexico musicians, The Fireballs, from Raton, were early pioneers of Rock N Roll.

"The greatest wealth of this nation is not only the mergers of giant corporations or the possibility of further globalization of the infrastructure of the world. In the United States, our greatest single source of wealth is the minds and talent of our young people. Not to use it is stupid - to waste it is a crime."

~ Isaac Stern, renowned musician



Strategic Goal # \_\_\_\_\_

Budget Plan continued

<b>Central Administration -- Equipment:</b>				
Total Central Administration Equipment Costs:				
<b>Central Administration -- Marketing and Promotions:</b>				
Total Central Admin. Marketing & Promotions Costs:				
<b>Other Expenses:</b>				
Total Central Admin. Other Expenses/Costs:				
<b>Product A -- Personnel:</b>				
Total Product A -- Personnel Costs:				
<b>Product B -- Other Expenses:</b>				
Total Product B -- Other Expenses/Costs:				
TOTAL EXPENSES				
TOTAL SURPLUS (OR DEFICIT) (= revenue minus expenses)				

## *Operating Budget*

The following multi-year budget is an example to help you think about the types of resources you may need to achieve the goals in our plan and to help you think about how you'll develop your operating budgets.

Note that the following budget includes 40% "fringe" -- this is the extra amount budgeted to cover benefits, for example, medical insurance, social security taxes, retirement contributions, etc. You should find estimates of the current fringe rate for salaries -- or, you can budget specific amounts for each of the specific benefits.

Also note that the following is a rather simple budget format and should be modified to suit the needs and nature of your specific goal and its underlying objectives



Marlon Magdalena performing on a traditional Eagle bone flute at the Jemez Historic Site, as part of the state Historic Sites concert series sponsored by the Department of Cultural Affairs, New Mexico Arts, New Mexico Music Commission, State Historic Sites, and AMP Concerts. Concerts took place at the Jemez, Lincoln, and Fort Selden State Historic sites during June of 2015.

"... the arts have been an inseparable part of the human journey; indeed, we depend on the arts to carry us toward the fullness of our humanity. We value them for themselves, and because we do, we believe knowing and practicing them is fundamental to the healthy development of our children's minds and spirits. That is why, in any civilization - ours included - the arts are inseparable from the very meaning of the term 'education.' We know from long experience that no one can claim to be truly educated who lacks basic knowledge and skills in the arts."

~ National Standards for Arts Education

Committee Name \_\_\_\_\_

Committee Chair \_\_\_\_\_

Strategic Goal # \_\_\_\_\_

REVENUE:	2016	2017	2018
Product A Sales			
Product B Sales			
Earned Income			
TOTAL REVENUE			
<b>EXPENSES:</b>			
<b>Central Administration -- Personnel:</b>			
Chief executive officer (include yearly salary + 40% for benefits, etc.)			
Administrative assistant (include yearly salary + 40% for benefits, etc.)			
Travel			
Staff development			
Total Central Administration -- Personnel Costs:			
<b>Central Administration -- Facilities:</b>			
Rental of office space (central offices and 4 classrooms)			
Office furniture			
Utilities (electricity, water, heat)			
Telephone (local & long-distance)			
Maintenance and janitorial			
Total Central Administration Facilities Costs:			
<b>Central Administration -- Equipment:</b>			
Copier leasing			
Computer, printers, networking			
Training equipment, projectors, etc.			
Vans (4 for student transportation)			
Total Central Administration Equipment Costs:			



Operating Budget continued			
<b>Central Administration -- Marketing and Promotions:</b>			
	<b>2016</b>	<b>2017</b>	<b>2018</b>
Media plan (brochures, newspaper ads, etc.)			
Yearly meeting			
Annual report			
Build and maintain mailing list			
Web page development and maintenance			
Total Central Admin. Marketing & Promotions Costs:			
<b>Other Expenses:</b>			
General office supplies			
Liability insurance			
Subscriptions, books, etc.			
Total Central Admin. Other Expenses/Costs:			
<b>Product A (a training package) -- Personnel:</b>			
Program manager (include yearly salary + 40% for benefits, etc.)			
Consultant: curriculum design (3 months full-time; 9 months 2 hours per day)			
Consultants: teachers (4 full time and 4 half time)			
Consultants: psychologist/counselor (1 full time)			
Misc.			
Total Product A Personnel Costs:			
<b>Product B -- Materials:</b>			
GED testing packets (600)			
Grading services from Dept of Human Services (600 students)			
600 self-study guides			
Support group facilitator guides			
Total Product A Materials Costs:			
TOTAL EXPENSES			
TOTAL SURPLUS (OR DEFICIT) (= revenue minus expenses)			

Music enhances the process of learning. The systems they nourish, which include our integrated sensory, attention, cognitive, emotional and motor capacities, are shown to be the driving forces behind all other learning.

~ Konrad, R.R., Empathy, Arts and Social Studies, 2000

## Appendix G

### Financial Reports

Financial reports include finalized budgets and financial statements, as appropriate. Use the preceding Operating Budget when there is pertinent financial information to share with the Music Commission during your bimonthly report.



Notable New Mexico musicians, the Black Eagle Singers from Jemez Pueblo, at the Grammy Awards.

"In the third year of the Civil War, Abraham Lincoln ordered work to go ahead on the completion of the dome of the Capitol. When critics protested the diversion of labor and money from the prosecution of the war, Lincoln said, 'If people see the capitol going on, it is a sign that we intend this Union shall go on.' Franklin Roosevelt recalled this story in 1941 when, with the world in the blaze of war, he dedicated the National Gallery in Washington. And John Kennedy recalled both these stories when he asked for public support for the arts in 1962. Lincoln and Roosevelt, Kennedy said, 'understood that the life of the arts, far from being an interruption, a distraction, in the life of the nation, is very close to the center of a nation's purpose- and is a test of the quality of a nation's civilization.'"

~ Arthur M. Schlesinger, Jr.

# Appendix H

## Monitoring and Evaluation of Plan

### *Key Questions While Monitoring Implementation of the Plan*

(The following questions should be modified to suit the nature and needs of your specific goal and its underlying objectives.)

Monitoring and evaluation activities will consider the following questions:

1. Are objectives being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider the following questions.
2. Will the objectives be achieved according to the timelines specified in the plan? If not, then why?
3. Should the deadlines for completion be changed (be careful about making these changes - know why efforts are behind schedule before times are changed)?
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the objectives?
5. Is the goal and its underlying objectives still realistic?
6. Should priorities be changed to put more focus on achieving the objectives?
2. Should the objectives be changed (be careful about making these changes -- know why efforts are not achieving the goals before changing the goals)?
3. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

Additional questions:

Be prepared to answer these questions during your bimonthly report to the Music Commission, particularly if your committee is experiencing difficulty in implementing your goal and underlying objectives. These questions will help guide the Music Commission and the Strategic Planning Committee in reworking your goal/objectives, in the event that appears to be necessary.

### *Reporting Status of Implementation*

Results of monitoring and evaluation will be in writing, and will include:

1. Answers to the "Key Questions While Monitoring Implementation of the Plan"
2. Trends regarding the progress (or lack thereof) toward goals, including which goals and objectives
3. Recommendations about the status
4. Any actions needed by management

## *Procedure for Changing the Plan*

Regarding any changes to the plan, write down answers to the questions:

1. What is causing changes to be made?
2. Why the changes should be made (the "why" is often different than "what is causing" the changes).
3. What specific changes should be made, including to goals, objectives, responsibilities and timelines?

## *Reminders*

- Manage the various versions of the plan (including by putting a new date on each new version of the plan).
- Always keep old copies of the plan.

## *Responsibilities and Frequencies for Monitoring and Evaluation*

Plan section, Objectives, etc.	Completion date	Responsibility	Written description of results to:

"There's some good neuroscience research that children involved in music have larger growth of neural activity than people not in music training. When you're a musician and you're playing an instrument, you have to be using more of your brain."

~ Dr. Eric Rasmussen, chair of the Early Childhood Music Department at the Peabody Preparatory of The Johns Hopkins University

# Appendix I

## Status Updates

Each committee chair will provide a status update at all Music Commission public meetings. The forms included in the appendices of the Strategic Plan will be submitted for this purpose. Not all forms will need to be submitted at each meeting, depending on the amount of progress made from meeting to meeting.

Submit the form on the following page when you present your bimonthly status update to the Music Commission.



Jerry Lopez (right) receiving the Music Commission's Platinum Achievement Award, signed by Governor Martinez, at the 2015 FantaSe Festival. Jerry was nominated by Fredrick Sandoval (left) of the National Latino Behavioral Health Association. Also pictured are Music Commissioners (center left to right), George Adelo, David Schwartz, Commission Chair, and Joy Gutierrez.

"The rapidly evolving global economy demands a dynamic and creative workforce. The arts and its related businesses are responsible for billions of dollars in cultural exports for this country. It is imperative that we continue to support the arts and arts education both on the national and local levels. The strength of every democracy is measured by its commitment to the arts."

~ Charles Segars, CEO of Ovation

Committee Name \_\_\_\_\_

Committee Chair \_\_\_\_\_

Strategic Goal # \_\_\_\_\_ Date: \_\_\_\_\_

<b>Action Plan</b>
<b>Planning Process</b>
<b>Strategic Analysis</b>
<b>Committee Members</b>
<b>Staffing</b>
<b>Budget</b>
<b>Financial Reports</b>
<b>Monitoring and Evaluation</b>
<b>Other</b>



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