



Strategic Plan - **DRAFT**

2024-2026



International Alliance for Women in Music

DRAFT Strategic Plan

2024-2026

November 12, 2023

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INTRODUCTION TO THE STRATEGIC PLAN



IAWM Conference June 2022

INTRODUCTION TO THE STRATEGIC PLAN

The International Alliance for Women in Music (IAWM) is continuing an era of expansion, seeking ways to increase the global visibility of women in the field of music - on the precipice of fully embracing women as equal partners in the creation, collaboration, production, presentation, education, performance and dissemination of music.

The IAWM was formed on January 1, 1995 through the merger of the International Congress for Women in Music (founded in 1979), the American Women Composers (founded in 1976), and the International League of Women Composer (founded in 1975). Many of IAWM's programming efforts were initiated in these other organizations.

In the early 21st century, the international awareness of performance of music created, conducted, reviewed and performed by women has remained eclipsed by the music of men. From 2017-2019, the IAWM began reassessing the needs of our members and IAWM's role in the musical landscape. In 2019, the IAWM Board Manual was updated, replacing the 2008 version. Considerable changes in the musical community had occurred in that span of time. The IAWM's scope, focus, operational processes, and programming remained static.

This plan, the IAWM's second Strategic Plan, is an extension and modification of the inaugural strategic plan. It entails feedback from our members from 2020-2023, incorporates industry and societal changes with additional input from board members and colleagues. This process has helped to refine and solidify its vision, values, organizational priorities and future opportunities.

The planned continued growth is reflected in expanded programming and new initiatives to allow IAWM to be more meaningful and beneficial to its members, to amplify the awareness of women's musical contribution and impact, and to increase the organizations relevance in the field of music.

GUIDING PRINCIPLES

Vision

The IAWM is the world's leading organization devoted to the equity, promotion and advocacy of women in music across time, cultures and genres.

Mission Statement

The International Alliance for Women in Music fosters and encourages the activities of women in music.

Values

Inclusion, Diversity and Equity

- Actively pursue a globally diverse board.
- Create a supportive and welcoming environment for all members and board.
- Ensure that all programming demonstrates equity and inclusion.

Community of Support

- Support activities that contribute to a shared feeling of community.
- Create programming, services and opportunities that respond to the needs of our members.
- Frequently integrate feedback from members to discover opportunities for engagement.

Global Advocacy and Visibility

- Foster and develop awareness of the contributions of women in music globally.
- Develop and maintain a connection with members throughout the world through diverse partnerships.
- Increase visibility of IAWM globally in the music industry.

Communication

- Be timely and transparent.
- Ensure all communication is clear and accessible.
- Maximize various platforms of communication.
- Strive to make communication engaging and shared.

Courage

- Foster courage in its many forms, creatively, socially, morally and intellectually.
- Believe in ourselves and others, advocating for those communities who have been, and continue to be, underrepresented.

ORGANIZATIONAL PRIORITIES

Accessibility, Equity and Inclusion

Program Excellence

Communication

Global Community and Commitment

Organizational Development, Capacity, and Accountability

Financial Sustainability

ENVIRONMENT

Internal

Strengths

- *The Journal of the IAWM* with quarterly opportunity for publication including articles, member news, and reports from around the world
- Opportunity Calls for Composers, Performers, Musicologists, Educators and Ensembles
- Increased visibility and advocacy of Women in Music
- Updated communication vehicles including:
 - A website to better serve the public and members
 - A monthly newsletter to better communicate updates and opportunities and a vehicle for fundraising
- Expanded Digital forums – Facebook, Instagram, Youtube
- Community and Networking
- Increased strength in partnerships

Weaknesses

- Limited organizational capacity
- Lack of diversity in the U.S. and globally; culturally predominately white
- English language only
- The membership / donor database needs to better serve members and donors
- Lack of development and fundraising experience resulting in imbalanced income
- Limited marketing experience

External

Opportunities

- International presence and conferences
- Global board liaisons, ambassadors
- Expanded International partnerships
- Recognition of importance of film/media, opera / musical theater for women in music globally
- Participation in Festivals, Conferences, workshops, seminars internationally
- Expansion of collaborative performances and concerts
- Investigate and support Women's music curricula
- Increase CONNECTIONS within the musical and women's communities and vehicles and structure for networking
- To be mindful of physical accessibility

Challenges and Threats

- Not enough recognition, involvement and support for international women in music
- How to reach diverse audiences to promote equity and inclusion in all musical disciplines
- Other organizations filling the void including performing and composer organizations
- Global Economic issues

GOALS & OBJECTIVES



Annual Concert at Trinity College, Dublin Ireland – October 2018

I. Programming and Advocacy

Through IAWM's programming and advocacy efforts, increase the visibility, opportunities, connections and relevance of IAWM and its members.

1. Ensure all IAWM's programming and advocacy is inclusive and equitable, and promotes intersectionality in all activities.

- a. Refine and disseminate IAWM's statement of Equity and Inclusion.
- b. Encourage the Global Initiatives Committee to work closely with the rest of the board to foster and develop awareness and connection with members throughout the world, forming diverse partnerships and transformative opportunities for membership expansion, alliance, equity, community engagement and outreach.
 - i. Refine roles and responsibilities.
 - ii. Update the Board Manual.
 - iii. Be mindful of culture, heritage, and understand discrimination issues.
- c. Seek out and advocate for women of color and other marginalized women of the past, present and future.
- d. Examine and update the language, structure, and process of each of our programs, informed by our practice of equity and inclusion; seek feedback from those we seek to include.
- e. Ensure IAWM's communication strategy is reaching intercultural sites and social media.
- f. Work with leadership to expand diverse voices and strengthen IAWM.
- g. Work with Membership to better reflect the world of women in music in the U.S. and Internationally.

- h. Update scope of music to include traditional, folk, opera, musical theater, and genres of music beyond “classical”.



IAWM Jazz Award Winners, PJCE Collaborative Concert January 2023
with IAWM President Christina Rusnak, and PJCE Executive Director Meg Morrow

2. Increase the value, connection and relevance of IAWM membership and engagement in all of IAWM’s communications and programming.

- a. Conduct a new survey to better understand demographics and needs of members.
- b. Refine IAWM’s communication strategy for IAWM (*see Marketing*) to provide consistent branding and design on all facets of communication.
- i. JOURNAL of the IAWM
 - a. Work to expand submission of articles, interviews and scholarship in journals.
 - b. Ensure articles reflect the authors and subjects of a diverse population of women; seek out content by under-represented women.
 - c. Increase member participation in journal content (reports, articles, and more).
 - d. Work with Advocacy to curate a series of articles/essays to highlight members/groups/organizations.
 - e. Promote sister publication WOMEN in MUSIC (*Advertising, Partners – see Marketing/Financial*).
- ii. WEBSITE
 - a. Ensure IAWM’s Website is welcoming, engaging, impactful, informative & interactive.
 - b. Continue to Improve the functionality and navigation of the website for members and the public
 - c. Work to visually represent the global diversity of women in music on the website.

- d. Ensure that information on the website is updated and fresh (*bi-weekly or monthly*).
 - e. Develop a calendar online of festivals, opportunities, conferences, and major musical events worldwide.
 - f. Continue to strengthen the capability and website effectiveness for IAWM administrators.
 - Upgrade the functionality and effectiveness of the CRM database to include a configurable donor database.
 - Enhance templates for adding pages to the site.
 - Add fields to our member profile page to expand visibility and better understand our members.
 - Provide an annual report for our members.
 - g. Ensure our language is culturally inclusive.
 - h. Continue to enhance online communication processes to support the journal, a newsletter, images, member and general information and video.
- iii. Social Media and External Media
- a. Integrate IAWM branding and design on all social media platforms including Facebook, YouTube and Instagram.
 - b. Actively interface on social media platforms 2 to 3 times per week.
 - c. Establish a social media calendar, in conjunction with Marketing Calendar for relevant and engaging content to augment reposting.
 - d. Continue to encourage submissions to award and grant opportunities, profile and YouTube videos.
- iv. News to our Members
- a. Create a monthly newsletter to better communicate and engage our members.
 - b. Ensure that all emails and newsletters reflect consistent branding and design.
 - c. Enable access to past newsletters on the website.
 - d. Determine topics (information for members, updates, news etc. for newsletters).
- v. External Communication Pieces (See Marketing)
- a. Create annual strategy for all separate visual communication pieces such as flyers and brochures.
- vi. LISTSERV, GOOGLE LIST
- a. Ensure that the Listserv adheres to IAWM's vision, mission and values.
 - b. As of 2019, Listserv is for members only; delete non-members from the list.
 - c. Migrate Listserv to Google Lists
 - d. Ensure that IAWM information available via Listserv (Google List) is available to all members via alternate means of communication.
- vii. Share membership statistics with members.



Annual Concert at Howard University – November 2021

3. Sustain and increase the opportunities, relevance and impacts of Awards (*SNM, PA, Programming*) Grants (*Education and Women Who Innovate*), Concerts and Conferences.

- a. Broaden the awards for composition including Opera, Musical Theater, Film and global traditional music.
- b. Expand professional diversity by developing awards and/or grants for other disciplines of music including Conducting, Music Technology & Engineering, Music Therapy including innovative applications not included above.
- c. Work to ensure every panel of adjudicators is ethnically and racially diverse and represents a wide range of geographic locations.
- d. Coordinate with a partner organization to create collaborative concerts.
- e. Ensure that calls are distributed to key web and social media sites and universities and colleges internationally.
- f. Expand geographic locations for the Annual Concert; sponsor a concert in the U.S. only every three years.
- g. Seek international partners, locales and formats for the Conferences (and/or Festivals) that attains maximum engagement, access and attendance to members.
- h. Continue to develop partnerships with institutions and organizations to provide a network for future conferences and concerts.
- i. Ensure that visible recognition of award winners and their work is disseminated internationally.
- j. Continually evaluate equitable access for awards, concerts, and grants.
- k. Create a grant to support new programming projects that increase visibility of women in music in festivals, curriculum design, webinars and workshops.

4. Establish IAWM as a resource to our members.

- a. Determine our members' needs through surveys.
- b. For each year, create a list of workshops/seminars that would best benefit our members.
- c. Conduct four to six online (via zoom) workshops/seminars annually by guests and members.
- d. Promote opportunities for members from various international sites. (calls for scores, awards etc).
- e. Create augmented programming to draw more members into IAWM and increase active engagement (*i.e. Webinar to submit for SNM and other awards*).
- f. Improve networking and social cohesion opportunities for members.
 - i. Connect members regionally through coordinated meetups and Zoom meetings.
 - ii. Identify members or organizations who can host regional in-person events.
 - iii. Create and coordinate collaborative events for members.



IAWM & LunART Collaborative Concert, September 2023

5. Amplify Advocacy and Visibility for women in music.

- a. Increase visibility of IAWM programs and events (see Marketing section II).
 - i. Create the infrastructure for concert streaming and content compilations.
 - ii. Stream the Annual Concert online.
 - iii. Stream the Conference online where possible (record where not).
- b. Develop a three-year Advocacy plan with a focus on short term advocacy efforts.
- c. Continue to Increase visibility and engagement through communication platforms including the IAWM Website Social Media.
- d. Magnify the awareness of our radio broadcast information with increased dissemination.

- e. Actively foster awareness of musical contributions of underrepresented women in music.
- f. Expand global reach through local, global partnerships, and complimentary organizations.
 - i. Connect with other organizational Social media sites - create conversations for cross advocacy.
 - ii. Work to migrate our social media “friends” into members.
 - iii. Collaborate with publishing to curate a series of articles/essays for the journal
- g. Seek out and build partnerships to increase women’s role and voices externally.
 - i. Develop relationships with music journalists, publishers, universities and influential leaders (*Advocacy and Marketing*)
 - ii. Reach out to other music and/or women’s organizations. (*See Appendix*)
 - iii. Encourage Board members to write articles in other music publications.
- h. Establish a mechanism to connect composers and performers.

6. Advocate to improve the visibility, opportunities and relevance of IAWM in all Musical Communities.

- a. Marketing and Advoacy to research and create international partnerships with like-minded allies and complimentary organizations (*see Marketing*).
- b. Boost awareness of IAWM amongst international educational institutions.
- c. IAWM board members should seek opportunities to serve as panelists at music conferences.
- d. Ensure IAWM is represented at major festivals and conferences.
 - i. Board members should actively share IAWM information and cards.
 - ii. Board members should actively seek opportunities to present at conferences & festivals
- e. Update Wikipedia with documented sources.

7. Establish and maintain strategic partnerships to further IAWM’s network and strength.

- a. Continue to establish partnerships with sister and complimentary music organizations globally.
- b. Establish partnerships with women’s advocacy organizations worldwide.
- c. Find opportunities for shared programming with other music organizations.



II. Financial Sustainability

Ensure the future Financial sustainability of the IAWM

1. Continue to Improve the Financial Sustainability of IAWM through long-range Financial Planning.

- a. Renew IAWM's three-year Financial Strategy Plan with an understanding of income drivers and expense management.
- b. Continue to improve IAWM's knowledge and skill in financial analysis and reporting.
- c. Continue to manage IAWM's consistent and efficient reporting structure.
- d. Work with the Development committee to establish endowments for programming and operations.
- e. Analyze music organizational fees and understand where we can sensitively increase our fees in the future.
- f. Educate the board on the various financial reports.
- g. Maintain a fiscal contingency reserve of six months minimum.
- h. Annually update the ten-year financial vision for IAWM.
- i. Work with Bookkeeper to manage financial transaction on accounting spreadsheet, and to adhere to contractual bookkeeping requirements.
- j. Establish process and financial vehicle for managing endowments.

2. Establish and maintain certified Accounting Practices.

- a. IAWM accounting spreadsheet is to be reviewed quarterly by CPA firm with Treasurer and Bookkeeper.
- b. Taxes must be prepared and reviewed by a Certified Public Accountant.
- c. Financial documents are to be created by the treasurer, reviewed by the president and presented and reviewed by the board.
- d. The Board President and Treasurer will meet with the Accounting Auditor Annually.

3. Continue to develop and maintain the Branding / Marketing Committee and Plan to increase awareness and growth.

- a. Continue to internally and externally communicate key attributes that signifies IAWM's vision.
 - **Connection**
 - **Opportunity**
 - **Visibility**
 - **Relevance**
- b. Examine and implement messaging that will engage new members and maintain connections to our longtime supporters.
 - i. Adapt messaging to be member perspective focused, rather IAWM objective focused.
 - ii. Communicate IAWM's lineage, values and connection in marketing.
- c. Integrate the branding strategy into all messaging and programming, and ensure the brand and image are consistent across communication platforms.
 - i. Make sure our content is relevant, qualitative, and engaging.
 - ii. Work with Social Media / Newsletter / Journal to increase the visibility of IAWM.
 - iii. Ensure congruence between our values, vision, the brand and our actions.
- d. Develop and implement a three-year Marketing Strategy and Plan.
 - i. Establish Partnerships with sister and complimentary organizations (*work in tandem with the Advocacy committee*).
 - ii. Partner with the Advocacy committee to foster relationships and partnerships with music journalists, publishers, and influential leaders in the musical community and in women's equity organizations.
 - iii. Market to IAWM friends and members of the musical community to join.
 - iv. Increase advertising revenue in the journal where possible.
 - v. Work with Advocacy and Development to establish reciprocating advertising with other music organizations.
 - vi. Review publicity and marketing communication plans annually, adjusting as needed.
- e. Work in conjunction with communications to continue a holistic and visual communication strategy for IAWM (*see Programming & Advocacy*..
 - i. Journal
 - ii. Website
 - iii. Social Media
 - Facebook - create community & CONVERT Facebook likes to MEMBERSHIP.
 - Instagram - increase stories and images with # and links.
 - YouTube – present video of IAWM Events and member events.
 - Encourage members to participate in Spotlights, a member profile on social media.
 - LinkedIn – establish IAWM LinkedIn page for organizational connection.
 - iv. Newsletter (*see Programming & Advocacy*).
 - v. Flyers and Press Releases (*see Programming & Advocacy*).

4. The Membership chair will work with Finance, Advocacy, Marketing, Development and the Global Initiatives committees to seek opportunities to increase membership (also see organizational development and effectiveness).

- a. Coordinate with Membership to establish a membership recruitment process (see Organizational Development).
- b. Determine additional awards, grants, and programs to better serve members will increase membership.
- c. Develop a consistent reminder process for lapsed members, including automated emails, and targeted email follow ups.
- d. Develop strategy to convert “followers” of the monthly newsletter into membership.
- e. Analyze our membership statistics in order to understand and serve them better.
- f. Work with President and Vice-President to establish strategy to increase members from underserved regions globally.
 - i. Establish reduced continental (country code) membership based on International Income/Cost of Living Index; see International Musicology Society. (<https://www.worlddata.info/cost-of-living.php>)
 - ii. Focus on Latin America in context of 2025 Conference
- g. Set membership goals. (*Post pandemic: membership dipped in 2021 and failed to meet 2023 objectives*)
 - i. Coordinate plans to increase individual membership to 500 in 2024; 550 in 2025,
 - ii. Strive for individual membership to reach 650 by 2026.

5. Enhance the Development / Fundraising Committee and Plan to provide external support and to foster IAWM growth.

- a. Continue to update the Development Strategy and Plan.
- b. Set up an annual calendar for development activities, deadlines etc. (See *Development Calendar excel file*), and integrate it into IAWM’s organizational calendar.
- c. All board members should identify and open doors to new funding opportunities; chair to work with board members to help IAWM realize those opportunities.
- d. Create a “bolierplate” of updated organizational information.
- e. Research and identify grants, foundations, sponsors and donors that support women in music to develop a diverse pool for funding to support and increase awareness of IAWM’s mission and vision.
 - i. Research other music organizations to understand their funding.
 - ii. Create a list of Grants, Trusts and Foundations.
 - Develop a methodology for applying for grants and foundation funds.
 - Research Foundations / Grants and Trusts that support Women and/or Music.
 - Narrow and prioritize the list to probable application possibilities.
 - Contact grantors for insight and clarification, then write applications.
 - iii. Develop a process of communication and cultivation to foster Individual donations.
 - Seek out women philanthropists who support music.
 - Reach out to members / former members.
 - Establish donors for new and/or unsupported awards.

- Programming Award to be IAWM Supported.
- Utilize individual targeted emails, social media, and more to reach donors.
- Send donors personalized thank you letters, and acknowledge the impact that donors' support provides
- Integrate a Donor Relationship Management (within CRM) to enable IAWM to track donations and communications and over time.
- Establish a protocol to direct "planned gift" proceeds to create endowments.
- iv. Create Fundraising Plan to reach the general public and arts/music supporting organizations.
 - Create thematic fundraising drives 2-4 times annually, including seasonal, year-end and themed fundraisers.
 - Establish fundraising drives focused on particular activities (*i.e. conference, website etc.*)
 - Target companies for who have been shown to support music and the arts.
- v. Seek out sponsorships and organizations to mutually increase visibility.
 - Investigate and list possible candidates, companies, women's organizations and arts organizations.
 - Develop a process and methodology for contacting organizations for sponsorship and/or support.
 - List and prioritize probable organizations.
 - Contact the organizations.
- f. Collaborate with Webmaster and Membership to maintain a reliable and consistent structure including donor databases and partnerships.
- g. Development to work with President, Finance and Membership to seek out and manage Endowments.



III. Organizational Development and Effectiveness

Improve the IAWM's organizational structure, development and effectiveness.

1. Increase the board's capacity and development to achieve IAWM goals.

- a. Ensure each IAWM board member is invested in the mission, vision, values of IAWM, and is committed to fulfilling the board role.
- b. Executive Board to seek board members with different languages from more diverse geographic groups.
- c. Streamline and enhance the Nominations and Elections Process.
 - i. At the president midyear meetings with board members, president should determine any future changes in board member desired role or commitment.
 - ii. Identify future gaps in the board composition and seek to fill the gaps.
 - iii. Require nominees to submit a one-page CV and 200 word statement of intention.
 - iv. Ensure that nominees' membership status is verified before voting begins.
 - v. Work with each candidate after voting to ensure the positions are filled before the fall Board meeting.
 - Provide new board members with an evaluation form six-months into their term.

- Adjust and/or reallocate positions as needed to maximize benefit for both the board member and IAWM.
- d. The president to develop board migration, manage orientation and coordinate training for new board members.
- e. Request key board members rolling off to serve on the Advisory Board (for one year).
- f. Recruit non-board volunteer committee members, to ensure more inclusive and equitable input.
- g. Proactively roll off members as needed (when not meeting commitment etc.)
- h. Develop an Internship Program which coordinates with a student's college or university for a semester.
 - i. Create a Internship chair to work with student and to coordinate activities with board committees.
 - ii. Establish a Memorandum of Understanding to be agreed upon between IAWM, the student, and the university/college..
 - iii. Include students from Arts Administration, Women's studies, Entrepreneurship programs, as well as Music.
 - iv. List Internship opportunities on the IAWM Website, and across communication channels.
 - v. Consider recent graduates with Music, Arts Management or related degrees.
 - vi. Provide interns with specific responsibilities and accountability.
 - vii. Ensure internship is both developmental for the student as well as capacity building for IAWM.
 - viii. Focus on projects that are organizationally or IAWM vision focused. (i.e. a bilingual person for future conference / concert coordination; a researcher to work with membership etc)
 - ix. Work with the interns' professors to provide feedback at the end of the term.

2. Establish stability and consistency in IAWM Journal staff and processes.

- a. Ensure that journal staff consists of Editor in Chief, three general editors, member news editor, and review editor.
- b. Provide Editors with support and processes to generate the journal quarterly.
- c. Ensure journal timelines are met with both Journal staff and creative partners.

3. Focus on Equity and Inclusion to expand diverse voices and strengthen IAWM.

- a. Seek out potential board members who represent women in music throughout the world.
- b. Actively pursue the nominations for the board of underrepresented women in music.
- c. Ensure all IAWM's efforts are equitable and inclusive and promotes diversity, equity and intersectionality in all activities.
- d. Conduct diversity and bias training for all active board members.

4. Expand Membership Internationally to better reflect the world of women in music.

- a. Grow membership through active recruitment strategies.
- b. Offer reduced rates for lower income/cost countries based on global index.
- c. Through analysis, understand and actively recruit those in under-represented groups, geographies, and musical disciplines.

- d. Establish booths at major international conferences (*see Advocacy*).
- e. Actively increase visibility for students, with the possibility of student chapters.
- f. Connect members from similar geographical areas for meetups.

5. Improve effectiveness of IAWM board with more structured processes and continuity plans.

- a. Continue four board meetings per year with a detailed agenda.
- b. Committee chairs are expected to coordinate activities of all members and provide reports to the Board President and Vice-President.
- c. Update and maintain a Master Calendar for IAWM board.
 - i. For all publications, programs, activities, deadlines
 - ii. Integrate Presidential, Treasurer, Board meetings and Nomination/Election activities
- d. Document and record all board activities.
 - i. Establish a board Historian position to keep track of organizational and board activities, awards, communication, information and statistics over time.
 - Create a position description and update the Board Manual.
 - Establish a repository of historical documents.
 - ii. Improve the process to access all board documents (*google drive or integrated into Website*).
- e. Continue to invest in board development, research and evaluation to ensure a sustainable and thriving board with 15-24 members annually.
 - i. Encourage board members to take initiative to contribute with their unique talents and skills.
 - ii. Provide board members with leadership training.
- f. Conduct board governance training every three years.
- g. Establish a succession plan for Executive Board members and key committee positions.
- h. Annually update IAWM manual as needed (processes).

6. Incorporate an annual review of the strategic plan into the first Quarter IAWM meeting.

APPENDICES

A. Organizational Chart

TBD in Spring 2024

B. Board Member Responsibilities:

1. Determine and carry out the organization's mission and vision. Create and review a statement of purpose that articulates the IAWM's goals, and primary constituents.
2. Fulfill board positions with qualified individuals who share the values and goals of the IAWM.
3. The board has a legal and fiduciary responsibility to the organization. Therefore, the board must review the annual budget and ensure that proper financial controls are in place.
4. Ensure legal and ethical integrity and maintain accountability.
5. Prepare effective organizational planning to serve the mission of IAWM and achieve the goals.
6. Recruit and orient new board members and periodically evaluate the organization's performance (otherwise known as board governance)
7. Recruit to ensure adequate resources for the organization to fulfill its mission.
8. Enhance the organization's industry, community and public standing.
9. Determine, review and strengthen the organization's programming, services and community. Routinely re-examine programming to ensure consistency with IAWM's mission & evaluate their effectiveness.
10. Board members should hold themselves and the officers accountable to ensure the goals of the organization are met.

C. Advocacy Plan

Amplify Awareness and Advocacy for Women in Music

- a. Develop three-year Advocacy plan with a focus on short term advocacy efforts
- b. Foster awareness of musical contributions underrepresented population
- c. Increase visibility and engagement in Website and Social Media platforms
- d. Magnify awareness of our radio broadcast information with increased dissemination
- e. Expand global reach through local, and global partnerships, and complimentary organizations
 - i. Investigate other organizational Social media sites - CREATE CONVERSATIONS – Women in Music, Women in Composition CMA, ICD, LAO, ACDA, CBDNA, JEN
 - ii. Work to migrate our social media “friends” into members (perhaps a discount for a month, or some other promotion)
 - iii. Working with PUBLISHING to curate a series of articles/essays for the journal and online (see <https://www.icareifyoulisten.com/tag/out-of-context/page/2/>)
 - iv. Increase Visibility through partnering with an external Podcast (see marketing)
- f. Ensure IAWM is represented at Major Festivals and Conferences;
 - i. Midwest Clinic, Chicago each December (15,000 attendees)
 - ii. MTNA every March different locations and regional conferences
 - iii. Women in Film
 - iv. International Society for Music Education
 - v. Bund Deutscher Gesangspädagogen

- vi. Jazz Education Conference
Minerva Festival, UK
- vii. League of American Orchestras / Chamber Music America
- viii. CBDNA - College Band Directors National Association
- ix. International Musicological society
- x. Sweden Women Composers Festival
- xi. International Federation for Choral Music
- xii. International Association of Music Libraries
- xiii. International Society for Contemporary Music
- xiv. International Music and Media Center
- xv. The Society for Ethnomusicology
- xvii. National Alliance for Musical Theater
- xviii. Music by Women Festival
- xix. Women Composers Festival of Hartford
- xx. Minerva Festival (Massachusetts)
- xxi. - Darkwater Women in Music Festival
- xxii. - International Conference on Women's Work in Music
- xxiii. Women in 19th Century Czech Music
- xxiv. Minerva Festival, UK
- xxv. American Music Society
- xxvi. College Music Society
- g. Seek out and build partnerships to increase women's role and voices externally
 - i. Develop relationships with music journalists, publishers, universities and influential leaders (Advocacy and Marketing).
 - Amanda Cook I care if you Listen – American Composers Forum
 - Provide links for members on our website
 - Ellen Waterman (carlton.ca/music/people/ellenwaterman/)
 - Katherine Lee (musicinst.org/katherine-lee)
 - New Music USA
 - NPR, WQXR, WCNY
 - Daffodil Perspective (radio show dedicated to women composers)
 - Counterstream Radio
 - Short Black Opera (<https://www.shortblackopera.org.au/team>)
 - WHAT ELSE internationally??
 - ii. Access short sessions (1/2 day conference) on various topics, either pre-recorded or live webinar (2021).
 - iii. Reach out to other women's organizations.
 - iv. Encourage Board members to write articles in other music publications.
- h. Establish a mechanism to connect composers and performers

Advocate to improve the awareness, opportunities and relevance of IAWM in all Musical Communities.a. Including but not limited to

- a. Working with Marketing, research and create international partnerships with like-minded allies and complimentary organizations (*see Marketing II.3.b&c & II.6*)
- b. Boost awareness of IAWM amongst international educational institutions.
- c. Seek opportunities for IAWM board members to serve as panelists at music conferences (*not just women's conferences*).
- d. Find opportunities for shared programming with other music organizations.
- e. Update Wikipedia with documented sources.
- f. List IAWM's organizational values online.
- g. Investigate musical partnerships and publication opportunities
- h. Curate lists of resources/databases/articles/dissertations/events.
- i. Promote and share calls for works from various international sites.
 - Sound and Music (UK)
 - Ulysses Platform
 - Composers Site
 - <http://www.womeninmusic.org/uk/compsandop.php>
 - <https://www.cmc.ie/opportunities/composition-competition> (Ireland)
 - jiscmail.ac.uk

5. Establish and maintain strategic partnerships to further IAWM's network and strength.

- a. Research, analyze and establish partnerships with sister and complimentary music organizations globally.
 - i. Music organizations
 - Women in Music <https://www.womeninmusic.org>
 - Donne Musica
 - College Music Society
 - Boulanger Initiative
 - Institute for Composer Diversity
 - Jazz Education Network (JEN)
 - Women in Music (WIM)
 - Illuminate
 - International Musicological Society
 - Archive Frau und Musik
 - Association of British Choral Directors
 - American Choral Directors Association,
 - Donne Women in Music (UK organization)
 - Maestra (Women in Musical Theater)
 - Scordatura (ensemble dedicated to historic women composers' works)
 - A Modern Reveal
 - National Association for Music Education,
 - Music Teachers National Assn.
 - Sounding the Feminists (Ireland)

- Women in Music UK
- Women of Note Resource UK
- PRS Open Fund <https://music.si.edu/feature/women-music>
- International Assn. of Music Information Centers
- Women's Philharmonic Advocacy
- Dallas Opera – women's conducting institute
- Dallas Symphony, Women in Music Symposium
- Women's Philharmonic Advocacy
- Women's Audio Mission (WAM)
- SOUND GIRLS (Audio)
- Digital Divas (Technology)
- Key Change, UK
- International Music Council (<http://www.imc-cim.org>)
- NAMM (DN)
- AES – Audio Engineering Society John Krivit (DN)
- Australian Music Center (NM)
- Music by Black Composers (<https://www.musicbyblackcomposers.org>)

b. Research, analyze and establish partnerships with women's advocacy organizations worldwide.

- National Organization of Women <https://now.org/now-foundation/>
- National Museum of Women in the Arts. <https://nmwa.org/>
- Smithsonian YEAR OF MUSIC <https://music.si.edu/feature/women-music>
- ADHOC <https://www.adhoc.fm/post/this-list-of-woman-and-non-binary-run-music-organizations-is-the-future-of-the-industry/>
- Refinery 29 <https://corporate.r29.com/#home-statement>
- Girl Gang Music <http://www.girlgangmusic.com/resources/> (*they list us on their site*)
- BOOK More Women – listing of many organizations
<https://www.bookmorewomen.com/organizations>
- Women's Democracy Network <https://www.wdn.org>
- INTERNATIONAL ORGANIZATIONS

D. Marketing Plan

To be completed by Spring 2024

E. Communication, Website, and Publication Plan

Website References

- <http://orchestra2001.org/>
- <http://www.improvcommunity.ca>
- <https://donne-uk.org>

Develop calendar online of music and concerts happening worldwide

(see <http://www.snyk.sk/> or <http://orchestra2001.org/index.php>)

Develop an online communication mechanism that supports the journal, a newsletter, articles and video <https://www.boulangierinitiative.org/video-archive>

Establish a Blog with interviews and articles

Sponsor a Podcast (*Listening to Ladies 2018-2019, And She was Heard*)

To be completed by Spring 2024

F. Global Initiatives Plan

Establish a Global Initiatives Committee to work closely with the rest of the board to foster and develop awareness, and connection with members throughout the world forming diverse partnerships and transformative opportunities for membership expansion, alliance, equity, community engagement and outreach.

Create position description: (see WIM Global Goal Initiatives <https://www.womeninmusic.org>)

Strategy – to be developed Spring 2024

G. Financial Strategy

Completed Spring 2021

H. Development Plan

Create a three-year Development / Fundraising Committee and Plan to provide external support and to foster IAWM growth.

- c. Develop a broad diverse source pool for funding to support and increase awareness of IAWM's mission and vision by finding foundations/donors that support other music organizations.

Grants, Trusts and Foundations

- i. Create a list of Grants, Trusts and Foundations.
- Develop a methodology for applying for grants and foundation funds.
 - Research Foundations / Grants and Trusts that support Women and/or Music.
 - Narrow and prioritize the list to probable application possibilities.
 - Contact grantors for insight and clarification, then write applications.
 - Examples:
 - <https://www.insidephilanthropy.com/fundraising-music-grants>
 - <http://www.sorelmusic.org/Sorel/Home.html>
 - <https://ditsonfund.org/programs>
 - https://www.snpo.org/publications/fundingalert_bycategory.php?cs=MUSI
 - <https://fconline.foundationcenter.org>
 - <https://www.arts.gov/artistic-fields/music>
 - <https://prsfoundation> (PRS many funding opportunities)
 - <https://music.si.edu/feature/women-music> Intl. assoc. of Music Information

<https://www.maurerfamilyfoundation.org/index.html> Maurer Family Foundation

- iii. Create Fundraising plan to reach general public and musical community
 - Create thematic fundraising drives
 - Drives to fund particular activities (*i.e. conference in Europe, Website etc.*)
 - Auction, Annual Fundraiser, Themed Events
- iv. Sponsorships and Organizations to mutually increase visibility
 - Develop a process and methodology for contacting organizations for sponsorship and/or support
 - Create a list of probable organizations
 - Contact

Individual Donors

Donors for Online Journal, Conferences, Awards, Choral, Education + Future (Film, Media etc.)
Send postcards, letters, Social Media, personal engagement, etc.

- ii. Establish a process to foster Individual donations.
 - Find donors for new and/or unsupported awards
 - Education Award – *PRS Open Fund?*
 - Choral Award – *ACDA? Assoc. of British Choral Directors?*
 - Pauline Alderman Awards (*perhaps multiple donors?*)
 - New awards??
 - Seek out Women philanthropists who support Music

<https://www.emersoncollective.com> **

<https://philanthropywomen.org>

<https://www.learningtogive.org/resources/womens-philanthropy-institute>

- Reach out to Members / former members
- Send Postcards, Letters, Use Social Media, Personal engagement etc.

FUNDRAISING

Create three-year Fundraising plan to reach general public and musical community

- Create thematic fundraising drives
- Drives to fund particular activities (*i.e. conference in Europe, Website etc.*)
- Auction, Annual Fundraiser, Themed Events

SPONSORSHIPS AND ORGANIZATIONS

Sponsorships and Organizations to mutually increase visibility

- Investigate and list possible candidates, companies, women's organizations, CEC Arts Link
- Develop a process and methodology for contacting organizations for sponsorship and/or support
- List and prioritize probable organizations
- Contact

I. Membership Plan - To be completed by Spring 2024

J. INTERNSHIP

Internship Program

The **International Alliance for Women in Music** offers a semester long internship program geared to integrating an Arts Organization experience with a collegiate Arts Management or Career Development Program. Since programs vary, IAWM requires only a Memorandum of Understanding from the College or University stating the credit hours, learning objectives for the student, total work hour commitment, and evaluation. (*The program is designed for 3 credit hours with ~ 10 hours per week*)

This internship is unpaid, but provides a \$100 per month stipend to cover miscellaneous student expenses such as transportation to the performance spaces.

Job responsibilities: *

1. Contribute to executing activities related to implementing education and outreach initiatives
2. Assist Marketing and Education committee with program marketing and publicity.
3. Increase understanding and execution of development process
4. Work to improve organizational accessibility through social media sites
5. Work with patron database for seasonal fundraising
6. Assist the board in operational activities as needed
7. Attend and assist with IAWM activities

The student will report to the Executive Director. Evaluation will be in conjunction with agreed responsibilities at mid-term and at semester end.

Dates of the internship are to be within the semester dates of the university, but specific times can be agreed upon by the Board President and Student.

* This can be tailored to match the student's specific area of study to our organizational needs

Memorandum of Understanding

INTERNATIONAL ALLIANCE FOR WOMEN IN MUSIC

Part I **INTERN**

Name

Address

City / ST / Zip

Phone / Cell

Part II **JOB DESCRIPTION**

1. Contribute to executing activities related to implementing education and outreach initiatives
2. Assist Marketing and Education Director with program marketing and publicity.
3. Increase understanding and execution of development process
4. Work with patron database for seasonal fundraising
5. Work to improve organizational accessibility through social media sites
6. Assist the Executive and Administrative Directors in operational activities as needed
7. Attend and assist with ...
8. Other activities and opportunities as they arise

The student will report to the _____, and will also work closely with Marketing and Education Director, and Administrative Director Intern will meet bi-weekly for feedback and discussion

Part III **LEARNING OBJECTIVES**

What do you intend to learn from this experience? Be specific.

- 1.
- 2.
- 3.

Part IV **AGREEMENT**

Dates and Times: Flexible upon the schedule of the intern and the needs of IAWM

The intern agrees that any organizational information that is not provided publicly is to be considered confidential between the intern and IAWM.

This Memorandum of Understanding may be terminated or amended by the student or the Executive Director of IAWM at any time upon written notice.

Student Signature

IAWM Signature

IMPLEMENTATION PLAN AND TIMELINE

Completed January 2021.

See separate Excel Document.