2015-2017 Approved ELMA Music Investment Framework

Cluster: Music and Youth Development (MYD)
Cluster Vision(s): Opportunities to study and create music "hook" at-risk youth into a healthy trajectory of positive personal development

Objective	Strategies	Metrics
1. Improve the role music programming plays in "hooking" and retaining young people in comprehensive youth development programs	a. Support music programs of community-based youth centers that provide music education as part of broader youth development services b. Support efforts of existing MYD grantees to disseminate best practices, share their stories and connect to each other c. On an opportunistic basis, support non-center based programs that provide music education alongside other youth development activities	Outcomes: ● Increased achievement of healthy development milestones among music program participants[1] Outputs: ● Increased # and % of new youth center members who join because of music ● Increased # and % of music program participants who access other social services both within the center and in the community ● Increased # and % of youth members who maintain active membership on an annual basis ● Case studies and qualitative evidence of individual growth or transformation through music

Cluster: After-school Music Programs (AMP)
Cluster Vision(s): Young people of all socio-economic backgrounds have access to the positive benefits of studying and creating music

Objective	Strategies	Metrics
1. Expand access to high quality after-school music programs targeting low-income children and youth	a. Support free or low cost after-school music programs in low-income neighborhoods b. Support free or low-cost music-focused summer programs and camps targeting low-income	Outcomes: ● Case studies and qualitative evidence of individual growth or transformation through music Outputs:

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[1] Examples of healthy development milestones include: maintain HIV-negative status, returning to school after dropping out, graduating high school, getting accepted to college of choice, getting a job after a period of unemployment etc.

	children and youth	• Increased # and % of children and/or youth completing music programs • Increased # and % of program participants who continue the program year on year • Increased # of children and/or youth demonstrating improved music literacy and/or ability during the course of the program

Cluster: In-school Music Programs (IMP)
Cluster Vision(s): High performing schools serving low-income students have robust music programs

Objective	Strategies	Metrics
1. Improve, expand or sustain music programs of high performing schools	a. Support music programs and classes of high performing schools	Outcomes: • Progress against overall indicators of improved educational outcomes • Case studies and qualitative evidence of individual growth or transformation through music Outputs: • Increased or maintained financial and human resources for music classes and programs

Cluster: Music Special Opportunities
Cluster Vision(s): The objects of the ELMA Music Foundation are supported through investments in special opportunities

Objective	Strategies	Metrics
1. Improve access to the positive benefits of studying and creating music among underprivileged children and youth 2. Provide job opportunities and safety net services to members of the music community undergoing financial or personal hardship	a. Respond to special opportunities to achieve these objectives.	• Metrics will be determined on a case-by-case basis.