

Music for All Strategic Plan FY2018-2022¹

Mission: Music for All's mission is to create, provide, and expand positively life-changing experiences through music for all.

Vision: Music for All will be a catalyst to ensure that every child across America has access and opportunity to participate in active music making in his or her scholastic environment. We will use our resources to provide national programs that recognize and support music students' performance and success, offer music educator training and professional development, and deliver tools and resources to participants and their communities that will assist them in supporting music education by promoting awareness of music's impact on student growth and achievement.

Core Values: Music for All is committed to creating positively life-changing experiences for everyone within and connected to the organization. Our strategic plan honors those core values as expressed below:

People - We are only as good as our people. We embrace loyalty and will recruit, recognize, and reward talented, performing, and committed people. We are committed to the growth of the team that serves Music for All, as well as those we serve.

Passion - People want to be inspired by something they can believe in, something that confers meaning in their lives and in their work. Fueled by our passion, we are committed to achieving excellence.

Innovation - Music for All operates with an entrepreneurial spirit, values creativity, and celebrates courageous innovation.

Integrity - We are committed to a high standard of integrity, a strong ethical framework, and a deep and abiding sense of respect for employees and others with whom we interact. We keep our promises and we deliver on what is promised. We are fair in all our actions and are committed to open and honest communication.

Diversity - At Music for All, equality is afforded to everyone regardless of his or her unique place in the diversity spectrum to broaden our cultural experience.

Leadership - We lead through positive action. We are committed to serving others for the greater good of society.

Organizational Overview: Since 1975, Music for All, Inc. (MFA) has been a destination and set the standard for scholastic music ensemble performance and student and teacher education. MFA uses its national profile along with Music for All, Bands of America (BOA), Orchestra America, and choral programming to model, showcase, recognize, and provide individual, teacher, and organizational examples of music performance excellence and achievement. Music for All's programmatic model is designed to mirror, supplement, and extend the classroom and performance model adopted in most American scholastic settings. MFA provides ensemble experiences, as well as hands-on opportunities for individual student performance training, and student and teacher growth

¹ Music for All's Fiscal year runs from March 1 to February 28.

and development. MFA's programs for individuals are focused on the development of self-worth, accountability, and the leadership potential of each individual, using music education and performance as the vehicle to help participants grow, recognize, and act on their human potential. Music for All values and promotes societal recognition of music education and active music-making as essential and core parts of every student's educational development.

Strategic Focus: Music for All's strategic focus is to maximize and ensure delivery of our educational and advocacy programming in a sustainable model.

Strategies (FY18-FY22)

This plan has been configured to represent and present our three major strategies:

- Educational Programming
- Awareness and Advocacy
- Institutional Growth and Development

Each of these areas is a strategic priority for the organization. They are the three pillars of our strategy to deliver on our mission.

EDUCATIONAL PROGRAMMING

Strategic End: Continue and grow (vertically and horizontally) existing programs and commitments to scholastic music education programming.

MFA will continue to offer, refine, and expand its ensemble and individual educational programs for participants. MFA will to be a national leader and destination providing access, support, and enrichment to students, teachers, parents, and communities through performance and assessment opportunities, educational instruction, and experiences for students, training and professional learning opportunities for teachers, and the provision of tools for engagement and recognition of those supporting our vision. We will focus our energies and resources on:

- A. Showcasing and providing recognition to scholastic ensembles and program excellence as advocacy and as models and examples for others.
- B. Providing and helping educators understand and use culminating performances to improve their programs and pedagogical delivery.
- C. Offering hands-on professional development for directors and staff, as well as instruction and education for students.
- D. Providing incentives and tools for engagement by parents, boosters, communities, and others committed to our mission and vision.
- E. Expanding our programming and collaborations to engage and be accessible to more students and communities in more ways.

STRATEGIES

Strategy 1: *Offer Geographic Accessibility.* Establish and maintain geographic accessibility (within 300 miles of event locations) to 80+% of the nation for BOA fall programs. Together with regional

spring programming (serving programs within 200 miles of event locations), we will provide 90%+ geographic accessibility to MFA operated and affiliated programs and events (fall, spring, summer).

Strategy 2: *Quantitative Accessibility.* Continue to expand in economically feasible ways size, scope, and access to MFA events and programs across the nation.

Strategy 3: *Socioeconomic Diversity.* Continue to support and extend accessibility to and participation by socioeconomically challenged persons and communities. Maintain and establish new collaborative relationships that address and offer support for programs and initiatives that afford and support increased access to scholastic music making.

Strategy 4: Expand MFA programming into choral performance (adding final aspect of traditional scholastic music education).

Strategy 5: Maintain a high, standard-setting level of programming.

PLAN DETAIL

Strategy 1: *Offer Geographic Accessibility.* Establish and maintain geographic accessibility (within 300 miles of event locations) to 80+% of the nation for BOA and fall programs. Together with regional spring programming (serving programs within 200 miles of event locations), we will provide 90%+ geographic accessibility to MFA operated and affiliated programs and events.

Goal 1: Offer more and increased accessibility to Bands of America (BOA) Marching Band programming.

Tactics:

- A. Grow annual BOA Regional calendar by 10%.
 1. Research, perform needs analysis, and coordinate facility needs/resources at a minimum of 5 additional locations for BOA Regional expansion (potentially including Central Florida, Colorado, West Texas, Minnesota/Wisconsin, Pacific Northwest).
- B. Increase BOA and other marching band post event clinic enrollment by 65%.
 1. Further market, incentivize, and engage Educational Team and BOA Advisory Committee in promotion of enrollment.
 2. Refine model to allow more participants at each event (up to 16).
 3. Explore and implement, as feasible, clinic opportunities in BOA affiliated and/or other non-BOA affiliated events.
- C. Maximize participation by annually operating BOA scheduled fall programming at 85% or higher of enrollment capacity.
 1. Increase use of existing and emerging technologies to expand contacts and drive participation and awareness.
 - a. Resolve and develop clarity on appropriate, legal, and compliant models for use of participant videos in multimedia to support marketing objectives.
 - b. Increase and refine direct communication to participating band directors.
 - c. Utilize print and digital media to increase storytelling about bands, students, and teachers to communicate messaging to band directors about BOA competition

- philosophy, methods, and benefits.
- d. Increase digital media and partner relationships to distribute new and additional programming supporting our model(s) and examples.
- e. Update and maintain documented and measurable Marketing Communications plan designed to support fall marketing efforts.
- f. Increase direct contact with directors at state music conferences and conventions.
- g. Activate new initiatives to enroll non-competitive and/or “novice” program participants.
- D. Investigate interest, feasibility, and strategy to add new elements to the Grand Nationals program including:
 1. A “parade band” component.
 2. A student college fair and career component.
 3. Teacher/instructor workshops and training.
 4. Expanded collegiate band clinics and exhibitions.
- E. Staff appropriately for program expansion and collaboration.

Goal 2: Offer and expand Music for All National Festival (MFANF) concert and other programming to increase participation and access for scholastic ensembles and musicians, as well as youth ensembles. Grow MFANF participation by 30%.

Tactics:

- A. Continue to maintain and operate the MFANF, including the National Concert Band Festival (NCBF), Middle School National Music Festival (MSNMF), Sandy Feldstein National Percussion Festival (SFNPF), Orchestra America National Festival (OANF), Chamber Music National Festival (CMNF), and Honors programs for Concert Band (HBOA), Orchestra (HOOA), and Jazz (JBOA).
- B. Further market and grow reputation (and choice as a premier national performance destination) for scholastic wind band, string/orchestral ensembles, and individual student honors participants.
 1. Continue to enroll 16 featured ensemble wind bands, 8 invited ensemble wind bands, 8 middle school ensembles (wind/string), 12 percussion ensembles high school/middle school). Grow orchestral ensemble participation to 6 and chamber festival participation to 8 annually
 - a. Develop strategies to enhance quality of and grow applicant pool for MFANF ensemble applicants.
- C. Continue to increase quality/quantity of applications for the MFANF ensembles through marketing, personal contacts, focus group recommendations, and regional festival participant recruitment.
 1. Grow high school wind band applicant pool by 29%.
 2. Continue to offer and maintain enrollment and highest standards for honor ensembles.
 - a. Reduce unfunded participation in the honor ensembles by 10% annually.
 - b. Create and implement plans to establish and fund a honor ensemble permanent scholarship pool for disadvantaged student participation.
 - c. Create and execute an Indiana recruiting and participation strategy.
 - d. Determine and implement new marketing and participant relations initiatives for the recruitment of honor ensemble applicants. Expand contacts with potential

- participants, focused on all-state performers.
 - e. Fundraise sufficiently to reduce honor ensemble tuition to a price point \$100 below MFANF ensemble package tuition in addition to creating new needs based student support.
- 3. Build and expand collaboration with Indianapolis Symphony Orchestra (ISO) and youth orchestras across the nation for HOOA to expand string participation and quality.
 - a. Create and execute an Indiana recruiting and participation strategy.
 - b. Determine and implement new marketing and participant relations initiatives for the recruitment of honor ensemble applicants. Expand contacts with potential participants, focused on all-state performers.
 - c. Fundraise sufficiently to reduce honor ensemble tuition to a price point \$100 below MFANF ensemble package tuition in addition to creating new needs based student support.
- 4. Continued emphasis on attracting the best high school percussion ensembles for inclusion in the MFANF. Grow applicant pool by 65%.
 - a. Continue work with the Percussive Arts Society (PAS) to provide enhancement opportunities for SFNPF participants during the MFANF.
- 5. Continue to forward the economic feasibility of MFANF honor ensembles.
 - a. Increase communications with current and past SFNPF ensemble directors to encourage student applications/auditions for HBOA and HOOA.
 - b. Continue to operate the Jazz Band of America as part of the MFANF. Seek to build connectivity and collaboration with other programs.
 - i. Continue and expand affiliation with the Jazz Education Network (“JEN”) and its JENerations Festival.
 - ii. Explore and engage as appropriate relationships with Jazz at Lincoln Center and its Essentially Ellington programs.
- 6. Continue to market and grow applicant pool for MSNMF.
 - a. Expand marketing and MFANF opportunities to encourage middle school participation in MSNMF.
- 7. Continued emphasis on OANF development and increase participation to a minimum of 6 ensembles.
- D. Continue to develop and promote the Directors’ Academy at the MFANF. Grow enrollment to 24+ paid participants.
 - 1. Collect and analyze data from FY17 Academy participants.
 - 2. Refine marketing and curriculum as needed and appropriate.
- E. Expand MFANF to include choral music event (more broadly detailed below).
- F. Staff appropriately for program expansion and collaboration.

Goal 3: Offer and provide MFA Affiliate Regional Music Festivals (ARMF) programming (together with BOA programming) that is accessible within 200 miles to more than 90% of the nation’s scholastic ensembles and musicians.

Tactics:

- A. Continue to provide monetary and organizational support for existing and new ARMFs.
- B. Continue to develop, fund, and operate the IPS Regional Festival as part of the ARMF system.
 - 1. Grow band and orchestra ensemble participation by 50%.

2. Introduce choir component.
 3. Encourage use of IPS festival as a required secondary school instrumental and vocal assessment tool.
- C. Support and expand quantity of ARMFs to 18 events.
1. Grow ensemble enrollment by 35% to 225 ensembles.
 2. Study and evaluate model of existing ARMFs that currently incorporate orchestras. Determine feasibility for promotion and expansion to other ARMFs.
 3. Work with ARMF hosts to research and determine (if needed) a suitable model for expansion to middle school ensembles and/or the creation of new regional festival opportunities designed for middle schools.
- D. Explore potential collaborations and fiscal models for successful operation.
- E. Create and implement a collaborative plan for execution and funding of ARMFs.
1. Engage ARMF host organizations in ongoing dialogue on programming improvement, best practices, and funding strategies.
 - a. Continue to expand marketing of ARMFs via newsletters and communication at MFANF site visits, November Familiarization Tour, and MFANF.
 - b. Establish future music educator presence at ARMFs to assist with operations and provide learning opportunities.
 2. Determine ways to monetize (via sponsorship, grants, or operations) ARMF experiences. Raise \$5k per ARMF.
 - a. Explore travel partner(s) commission based collaborations.
 - b. Pursue sponsorship sales, program book advertising, and programmatic grants.
 3. Measure impact of ARMF programming on BOA, MFANF, and Summer Symposium enrollment.
 - a. Research and establish historic impact as a baseline; establish metrics and valuations.
 - b. Evaluate and assess ongoing impact annually.
- F. Budget appropriately for support of achievement of ARMF objectives.

Goal 4: Continue to offer and expand the Music for All Summer Symposium (Summer Symposium) programming to model and provide superior hands-on instruction, and increased student and teacher access and participation. Grow Summer Symposium enrollment by 29%.

Tactics:

- A. Expand Summer Symposium student and teacher curriculum offerings.
1. Continue launch and expansion of the Middle School Concert Band division. Consider orchestra, jazz, and/or choral expansion if and as appropriate.
 2. Add a director-student leadership division (training students with their directors to be junior staff).
 3. Explore and consider expansion of the Summer Symposium further, potentially to include a choral division, music technology and recording, chamber music, applied instrument, and/or guitar divisions. Implement as feasible.
 4. Consider creation of a United Sound summer residential experience in collaboration with Ball State University (BSU) and United Sound based on a leadership and special needs students collaborative model.
 5. Consider expansion of Summer Symposium to include non-music related courses of student study (like journalism and drama), if desired and spearheaded by BSU.

6. Consider creation of Indiana track band/small school/East Central Indiana/Muncie-Delaware County specific programming for students and teachers.
 7. Maintain and strengthen organization's commitment to and instruction on ethics and professionalism. Expand such curriculum to include health and safety issues.
 8. Research, assess feasibility, and launch as appropriate a laboratory band(s) at the Summer Symposium.
- B. Strengthen and expand marketing and recruiting initiatives.
 1. Refine and update marketing strategies aimed at reaching students and parents directly through social media and other means, as a primary means of marketing and engagement.
 2. Create live webinars for interested student divisions, director tracks, and parents.
 3. Explore and create regional meetings to promote Summer Symposium and create a forum for parents and students, as feasible.
 - a. Research the location of SWAGs and Division Coordinators who could serve as MFA representatives.
 4. Add and make a concerted effort to increase enrollment of music education majors.
 - a. Maintain affordability.
 - b. Double enrollment.
 - C. Develop and implement a program of engagement with BSU School of Music and the larger BSU academic community.
 - D. Develop strategies to engage Indiana track band participants and schedules.
 - E. Continue to develop and expand the Get on the Bus (charter bus) program with fee reductions and other incentives to bolster national enrollment and participation.
 - F. Establish and implement a plan for marketing to and enrollment of charter, parochial, and other nontraditional students.
 - G. Develop and implement a budget sustaining plan/model to achieve enrollment goals and other refinements to improve economics and efficiencies of offerings.
 1. Research and create a more accurate formula for the establishment and allotment of staff for each division.
 2. Refine existing curriculum to meet participant needs/expectations.
 - a. Establish a color guard Artist-In-Residence program (individual or ensemble) for the purpose of professional immersion and performance.
 - H. Work with Muncie and local community partners to create and offer a destination arts festival in Muncie that would build and expand off the Summer Symposium and its nightly concert series and other programming.
 - I. Staff appropriately for program expansion and collaboration.

Strategy 2: *Quantitative Accessibility.* Continue to expand in economically feasible ways size, scope, and access to MFA events and programs across the nation.

Goal: Expand traditional MFA programming where feasible and explore and use collaborative strategies to extend reach and influence of MFA programs and educational and advocacy resources.

Tactics:

- A. Evaluate and update fall Super Regional and Grand Nationals operational and draw methodology to ensure feasibility (the best interests of potential participants) and to afford

- as much participant access as possible.
1. Reexamine Super Regional enrollment, draw, and scheduling criteria.
 2. Reexamine Grand Nationals enrollment, draw, and scheduling criteria.
 3. Engage Chief Judges, BOA Advisory Committee, and participating bands in process.
 4. Test and implement findings.
- B. Research, explore, and implement collaborative, affiliate and other fall marching band offerings.
1. Research and develop models for co-produced/collaborative BOA programming accessible to geographically underrepresented areas of the nation.
 2. Research and develop models for co-produced/collaborative BOA programming for small schools/bands and traditional style bands.
- C. Grow overall BOA ticket sales and student attendance by 10%. (per Marketing and Communications, Advancement, and Participant Relations plans).
1. Increase Ticketmaster marketing collaboration for Ticketmaster shows.
 2. Increase group sales, focusing on high school and middle school groups.
 3. Create and implement a Grand Nationals local and CITSA community ticket sales and collaboration plan.
 4. Research and create a plan for additional strategies to increase ticket sales.
 5. Develop and implement a plan and strategy for increased local market connectivity with events through community (other causes) collaborations and sponsorships.
 6. Increase direct communication to participating parents (create plan for regular communication to parents and booster organizations).
 7. Explore and seek to build ticket sale collaborations with state associations, local school districts, and other organizations.
- D. Create a model that facilitates and establishes a published process to allow and encourage participation by more Indiana students and ensembles in MFANF and ARMF programming.
- E. Increase engagement/intersection of United Sound/special needs programming.
1. Create and offer a National Honor Ensemble to perform as part of Music for All National Festival.
 2. Encourage special needs and other challenged communities' participation.
- E. Seek new strategic partnerships and collaborations for expansion and promotion of spring programming.
- F. Expand ARMF offerings (up to 18 events) per quantitative strategy.
1. Determine ways to fiscally support and monetize offerings.
 2. Explore the possibility of a Super-Regional Concert Band Festival in the western United States and implement, if feasible.

Strategy 3: *Socioeconomic Diversity.* Continue to support and extend accessibility to and participation by socioeconomically challenged persons and communities. Maintain and establish new collaborative relationships that address and offer support for programs and initiatives that afford and support increased access to scholastic music-making.

Goal: Increase participation of minorities and socioeconomically challenged persons and programs in traditional MFA programming and create and extend collaborative programming and strategic partnerships where feasible.

Tactics:

- A. Continue MFA’s commitments to IPS and Marion (IN) County, United Sound, CITSA, individual program scholarship initiatives, and other touch points that support diversity goals and objectives.
 - 1. Maintain MFA’s Indianapolis Marching Band Tournament (IMBT) commitments.
 - a. Emphasize fundraising/sponsorship support initiatives.
 - b. Explore ways to expand small school and small band initiatives into IMBT.
 - 2. Maintain and renew, as fiscally and programmatically appropriate, MFA’s commitments/collaborations with CITSA, IPS, and United Sound.
- B. Research, develop, and implement (as feasible) viable alternative models for franchised and/or licensed/co-branded BOA, spring, and summer programming that expand access and enhance diversity.
 - 1. Explore ways to expand small school, small band, track band initiatives into IPS events or other parts of Grand Nationals or Indy Super Regional event.
 - 2. Explore and implement (as feasible) IMBT type commitments in other BOA Super Regional markets.
 - 3. Engage African-American scholastic and historically black higher education communities (HBCU’s) in discussions with a view toward collaboration.
 - 4. Continue organizational commitment to Indianapolis and Marion County schools; expand that commitment to other urban and economically challenged communities along the I-65 corridor.
 - 5. Continue commitment to and encourage the “Be Part of” initiative to include a specific commitment to diversity in its own model and target student diversity in recruiting/retention.
 - 6. Continue to emphasize and prioritize fundraising/sponsorship support for diversity and access commitments.
 - 7. Emphasize and document in Marketing Communications plan ways to increase visibility and recognition of non-competitive events and programs.
- C. Fundraise sufficiently to reduce honor ensemble tuition/fees below ensemble participant costs.
 - 1. Reactivate chair endowment campaign.
 - 2. Seek new designated grant and sponsorship support.
 - 3. Make a commitment of general operating funds in support of aims.
 - 4. Explore/engage in active, but informal, recruitment of participants from overseas.
- D. Decrease or remove fiscal barriers to individual participation in MFA programs.
 - 1. Develop and implement a diversity strategy for the Summer Symposium.
 - a. Create professional development strategy and programming for small, urban, and rural schools.
 - b. Create and implement a strategy for increasing racial and gender access and participation.
 - 2. Expand need-based scholarship programs in Marion County, and create and implement programs and fundraising strategies for Delaware County and rural Indiana small school districts.
 - 3. Create and implement plans to establish and fund a honor ensemble permanent scholarship pool (by FY22) for disadvantaged student participants that audition successfully.

4. Raise and offer scholarship funding for disadvantaged students who audition successfully for the 2021 Tournament of Roses Honor Band.
- E. Consider, pursue, and engage as appropriate collaborations and collaborative programming that expands access and opportunities to scholastic communities and constituencies not traditionally served by MFA.
 1. Continue to engage the National Band Association (NBA) and Collegiate Band Directors National Association (CBDNA) in collaborations, including and prioritizing diversity and access.
 2. Explore and engage (as feasible) with other diversity initiatives and collaborations.
- F. Pursue access and advocate programs as outlined (in this plan) as fiscally prudent.

Strategy 4: Expand MFA programming into Choral performance.

Goal: Commit and launch programming in support of scholastic choral music education.

Tactics:

- A. Expand MFANF to include choral music event enrolling 600+ participants.
 1. Develop and execute recruiting/marketing strategy for launch in FY19 an MFA national choir festival.
 2. Incorporate a choral team (staff and advisors) into MFA Educational Team structure, planning, and discussions.
 3. Incorporate choral marketing and content into existing programs.
- B. Explore and implement as feasible plans to create regional choir festivals (concert and/or show choir).
- C. Explore and implement as feasible plans to create a choral division at the Summer Symposium (concert and/or show choir).
- D. Develop a long-term strategy for choral programming and engagement at MFA.
 1. Continue to research existing national choral programs and organizations to confirm/validate (on an ongoing basis) need and space for inclusion of choral performance in strategic model.
 2. Seek and build coalitions and consensus for creation of a choral program.
 3. Plan and execute a viable choral programming model in collaboration/partnership with others.
 4. Examine fiscal and capacity feasibility.
 5. Incorporate findings in next strategic plan.
- E. Staff appropriately for program expansion and collaboration.

Strategy 5: Maintain a high, standard-setting level of programming.

Goal 1: Be highly visible, contemporary, collaborative, and cutting edge in support of scholastic music education programming, teacher training, and music education advocacy and support.

Tactics:

- A. Leverage existing and establish new collaborations to support quality, success, and reach of MFA programming.
 1. Extend and increase collaborations with state music educator associations, NAFME,

- JEN, ASTA and/or others to create application/enrollment collaborations.
- B. Reconstitute an independent BOA Advisory Committee to support MFA fall programming objectives and ensure educational standards for them.
- C. Investigate and provide a 10-year forward analysis of event venue trends, projections, and accessibility outlook, including examination of:
 1. Grand Nationals caliber facilities.
 2. Super Regional caliber venues.
 3. Regional venues.
 4. Potential collaborative/affiliate show venues/partners.
- D. Continue to offer and provide the highest caliber of judging, input, and evaluation available.
- E. Continue to offer superior, direct input opportunities for programs through post event band director and staff clinics.
 1. Continue to grow and refine fall clinic model to ensure the best opportunity for hands-on and direct input and feedback to band directors and staff.
 2. Explore and implement alternative methods to expand and extend clinic outreach.
- F. Work to provide additional fall programming resources/opportunities/alternate models for teachers and band programs that encourage participation and offer recognizable benefits to the broad spectrum of scholastic marching band programs.
- G. Constantly explore and implement as feasible, collaborative programs with other like-minded organizations to increase offerings (college fairs, future educator events, teacher/administrator training and dialogue, advocacy/awareness, etc.).
- H. Move toward a “market/educate match” strategy for allocation of marketing/advocacy/participant relations resources extending to video and digital media investments, print advertising, and convention/meeting presence.
 1. Conduct a study in FY18 to measure and compare current commitments of marketing and participant relations to commitments of advocacy (including collaborations and strategic partnerships) based on FY17 allocations.
 2. Set goal to increase match commitment by 5% annually beginning in FY19, based on FY17 and FY18 findings.

Goal 2: Pursue and implement educational, advocacy, and marketing strategies to expand the program offerings and attendance at BOA Grand Nationals.

Tactics:

- A. Pursue implementation of new or collaborative experiences and programs (student social opportunities, specialty workshops, special performance opportunities, parades, etc.).
 1. Research the appropriateness and feasibility of creating a national parade band competition (part of Grand Nationals or a Super Regional event).
 2. Research additional use of Indiana Convention Center facilities to offer expanded and collaborative programming.
 3. Research and consider offering Grand Nationals and its human and physical resources as destinations for additional/other student leadership development and training, teacher training, and increased emphasis on parent/booster, teacher, and administrator programming and recognition.

Goal 3: Present a BOA Honor Band in the 2017 and 2021 Tournament of Roses® Parades. Research and prepare to pursue other strategic programming and relationships that leverage mission and vision.

Tactics:

- A. Work to enhance applicant pool in 2017 to be 10% larger than experience with the 2013 Band. (Current Strategic Plan Base Year) and 20% larger (over Base Year) with the 2021 Band.
 - 1. Grow and incorporate convention presence and ARMFs into marketing/recruiting models.
 - 2. Engage teaching faculty in recruiting.
 - 3. Leverage new enrollment application system to support recruiting.
 - 4. Create and execute strategies to ensure participation from 50 states..
 - 5. Create and implement program execution strategies.
 - a. Establish goals and enrollment objectives for band and Fan Tour participants to grow participation by 10% over 2013 for 2017 and 15% (over 2013) for 2021.
 - b. Maintain on-going collaborative relationship with the Tournament of Roses®. Consider and pursue (if feasible/appropriate) extension of the relationship beyond 2021.
 - 6. Establish and execute a participant fundraising strategy.
 - 7. Establish and implement other program recruitment strategies as well as leverage existing and new collaborations (NBA, CITSA, United Sound, Be Part of, sponsors, strategic partners, etc.)
 - 8. Create and execute appropriate national publicity and awareness campaigns surrounding the program.
 - 9. Explore/engage in active, but informal, solicitation of participants from overseas.
 - 10. Produce \$50K+ in net revenue for each offering.
- B. Develop strategies for future touring honor ensembles.
 - 1. Evaluate with board, staff, educational team, and partners the value and appropriateness of offering student touring programming.
 - a. Survey participants and potential participants appropriately in support of making determinations.
 - b. Take necessary steps to ensure inclusion and plan for research outcomes in next strategic plan.
 - 2. Staff appropriately for program expansion and collaboration.

Goal 4: Develop and implement a model for an International Choral Festival event in Indianapolis (if funded in part, supported by, and in financial leadership collaboration(s) with Visit Indy and/or others).

Tactics:

- A. Charge educational and choral teams the task of determining the feasibility and establishing a plan supporting launch of an International Choral Festival in FY20 or FY22.
 - 1. Include institutional survey of the national and world competitive landscape and support for such a project/product.

2. Trigger recommendations based on an organizational aversion to risk versus the benefit of pursuing international educational and performance programming beyond our historical and ongoing commitments to U.S. scholastic music education.

EDUCATIONAL PROGRAMMING ASSESSMENT:

By the end of FY22, MFA will:

- A. Have BOA programming (geographically) accessible (within 300 miles of event locations) to 80+% of the nation and together with regional spring affiliate programming geographically accessible (within 200 miles of event locations) to 90%+ of the nation.
- B. Have increased quantitative accessibility to MFA programs offered across the nation by increasing programming from 27 to 39 annual events (44%) and grown the size and scale of our programs/events.
- C. Have increased accessibility to and participation by socioeconomically challenged persons and communities and maintained and established new collaborations that support increased access to scholastic music making.
- D. Have expanded MFA programming into choral performance.
- E. Have maintained MFA's standard setting position regarding its programming.

FALL PROGRAMING

By the end of FY22, MFA, through its Bands of America program will:

- Expand Regional Events from 18 to maximum under current structure of 22.
- Expand the capacity and scope of existing events.
- Continue commitment to Indianapolis Marching Band Tournament and Tournament of Roses Parade.
- Explore and create (as feasible) new specialty or affiliate events.
- Explore and implement (as feasible) new programs focused on underserved communities.

FY17 (Fall 2016 and January 1, 2017 Tournament Roses® Honor Band): BASE YEAR

- A. Operate 20 BOA Regionals, the Indianapolis Marching Band Tournament, and Bands of America Grand Nationals (FY16 operated 19 BOA Fall Regionals).
 1. Maintain Northern California and South Texas Regional.
 2. Reestablish Pacific Northwest Regional event.
 3. Achieve 85% of enrolled capacity in fall events.
 4. Operate Minimum of 75 fall post event clinics.
 5. Invite non-participating directors in geographic vicinity of BOA Regional Championships to attend.
- B. Present 2017 Tournament of Roses® Honor Band in Rose Parade.
 1. Receive a minimum of 375 auditions.
 2. Recruit and enroll 275+ funded Tournament of Roses® Honor Band members and 250+ Fans and Family package participants.
- C. Research and analyze potential ways to appropriately offer teaching, archival, and commemorative recordings of participant performances.

FY18 (Fall 2017)

- A. Operate 20 BOA Regionals, the Indianapolis Marching Band Tournament, and the Bands of America Grand Nationals.

1. Achieve 85% of enrolled capacity in fall events.
2. Operate minimum of 82 fall post event clinics.
- B. Research and create plans as feasible for expansion to 22 fall regional events to the following areas: Colorado, West Texas, Minnesota/Wisconsin, Pacific Northwest, and Central Florida.
 1. Potential regional destinations market research completed.
 2. Destinations prioritized as to potential success.
- C. Pursue plans to implement one additional Regional for FY19.
- D. Educational Team and staff fully research feasibility and plans for expansion of Super Regional and Grand Nationals formats.
- E. Implement plans necessary to grow BOA ticket sales and student attendance by 10% per Marketing Communications plan.
- F. Have appropriate structural changes and procedures in place for use/distribution of teaching, archival, and commemorative recordings of participant performances.

FY19 (Fall 2018)

- A. Operate 21 BOA Regionals [adding one event over FY19 as deemed appropriate by prior year's research], the Indianapolis Marching Band Tournament, and the Bands of America Grand Nationals operated.
 1. Achieve 85% of enrolled capacity in fall events.
 2. Operate a minimum of 91 fall post event clinics.
 3. Adopt and implement model for Regional and Grand Nationals expansion, as feasible/appropriate.
 - a. Plan vetted by BOA Advisory Committee.
- B. Adopt and begin implementation plan as appropriate. Pursue plans to implement one additional regional for FY20.
 1. Complete market and operational research to select appropriate destination.
 2. Appropriate program support staff in place.
- C. Continue BOA ticket sales and student attendance marketing plans. Measure growth annually.
- D. Research feasibility and create plans (as appropriate) for regional affiliates (Minnesota, Northern California, Colorado, New England, Florida. Implement/abandon as appropriate.
- E. Develop and document 2021 Tournament of Roses® marketing and operational strategies.
 1. Develop operating model that nets \$50k+.

FY20 (Fall 2019)

- A. Operate 22 BOA Regionals, the Indianapolis Marching Band Tournament, and the Bands of America Grand Nationals.
 1. Achieve 85% of enrolled capacity in fall events.
 2. Operate a minimum of 100 fall post event clinics.
- B. Commence marketing plans for 2021 Tournament of Roses®.
- C. Initiate plans to establish \$50K honor ensemble support fund.
- D. Fully explore and implement/abandon concepts for small school and small band programs as appropriate.
- E. Begin concepts for engagement with traditional “high step” style bands and parade bands.

FY21 (Fall 2020 and January 1, 2021 Tournament of Roses® Honor Band)

- A. Operate 22 BOA Regionals, the Indianapolis Marching Band Tournament, and the Bands of America Grand Nationals.
 1. Achieve 85% of enrolled capacity in fall events.
 2. Operate a minimum of 107 fall post event clinics.
- B. Operate 2021 Tournament of Roses® Honor Band.
 1. Receive 425 auditions for the TOR® Honor Band.
 2. Enroll 275 funded Tournament of Roses® Honor Band members.
 3. Enroll 250+ Fans and Family participants.
- C. Fully explore alternative participation concepts (national parade band competition and programs collaborating with/for “traditional/high-step” band programs, etc) and implement/abandon as appropriate..
- D. Have appropriate program support staff in place.

FY22 (Fall 2021)

- A. Operate 22 BOA Regionals, the Indianapolis Marching Band Tournament, and the Bands of America Grand Nationals operated.
 1. Achieve 85% of enrolled capacity in fall events.
 2. Operate a minimum of 112 Fall post event clinics.
- B. Fully explore non-competitive band format concepts and implement/abandon as appropriate.

SPRING PROGRAMING

By the end of FY22, MFA, through its Music for All National Festival and other spring programming will:

- Continue to maintain, operate, and expand the Music for All National Festival (MFANF), including the National Concert Band Festival (NCBF), Middle School National Music Festival (MSNMF), Sandy Feldstein National Percussion Festival (SFNPF), Orchestra America National Festival (OANF), Chamber Music National Festival (CMNF), and its Honors programs for Concert Band (HBOA), Orchestra (HOOA) and Jazz (JBOA).
- Maintain and sustain NCBF at a 16 ensemble “featured” capacity and the “invited” ensemble at a minimum of 8 annual ensembles, MSNMF at a minimum of 6 annual ensembles, maintain the SFNPF at a minimum of 12 annual ensembles, created, and implemented a strategy to grow and continue the OANF to a minimum of 6 annual ensembles, continue to build out and define the CMNF (winds, string, choral).
- Establish a choral music event (with a minimum of 400 annual participants)
- Grow the Director’s Academy at MFANF to 24+ paid participants.
- Grow MFANF participation by 30% participant growth to 2600+ students.
- Explore collaboration to produce a National Jazz Festival (or affiliation with JEN’s JENerations Festival or Jazz at Lincoln Center).
- Expand regional festival commitment to 18 events.
- Fundraise sufficiently to reduce honor ensemble tuition to a price point \$100 below MFANF ensemble package tuition (without penalizing ensembles) by end of plan (Maximum \$20K commitment).

FY17 (Base Year- 2016 Festival Year):

- A. Operate MFANF with 2100+ invited participants.

1. Operate with 18 high school featured bands, 8 high school invited bands, 5 middle schools, 12 percussion ensembles, 3 orchestras, 11 chamber ensembles, Honor Band of America, Honor Orchestra of America, and Jazz Band of America.
 2. Reduce unfunded honor ensembles participation by 10% from previous year commitments (no more than \$5,171).
- B. Launch and operate teacher/director program (MFANF Directors' Academy) programming with 3 participants.
 - C. Offer 7 collaborative or "franchised" Affiliate Regional Music Festivals and launch IPS Festival (167 Regional ensembles and 18 IPS ensembles enrolled).
 - D. Initiate structure, location, and recruitment plan for choral initiative. Commence marketing to recruit for 2018 Festival.

FY18 (2017 Festival Year):

- A. Implement strategies to operate the MFANF with 2,200 invited participants.
 1. Operate with 16 high school featured bands, 8 high school invited bands, 6 middle schools, 12 percussion ensembles, 4 orchestras, 15 chamber ensembles, Honor Band of America, Honor Orchestra of America, and Jazz Band of America.
 - a. Receive 38 high school band and 14 percussion applications.
 - b. Include United Sound/special needs programming in MFANF (ongoing annual commitment).
 2. Reduce unfunded honor ensembles participation by 10% from previous year commitments to no more than \$4,654.
 3. Operate MFANF Directors' Academy with 12 participants.
- B. Determine and secure alternative site(s) for HOOA. Secure ongoing relationship with ISO.
- C. Continue marketing and operational plans for a choral music component of the MFANF.
 1. Fully incorporate choral team (staff and advisors) into MFA Educational Team structure, planning, and discussions.
- D. Explore collaborations with Jazz at Lincoln Center.
- E. Contract hotel space sufficient for expanded increase of hotel block and additional meeting and performance space for MFANF 2018.
- F. Offer 9 collaborative or "franchised" ARMFs.
 1. Enroll 197+ Regional Festival ensembles.
 2. Enroll 20+ IPS ensembles..
 3. Explore funding models to neutralize fiscal impact of operations and expansion.
- G. Research and establish ARMF impact on other MFA programming. Establish historic baseline, metrics, and valuations.
- H. Explore additional collaborations with Percussive Arts Society.
- I. Include plans to establish \$50K honor ensemble support fund in Advancement plan.
- J. Begin research on model to encourage/facilitate Indiana ensemble participation in MFANF and ARMF's.

FY19 (2018 Festival Year)

- A. Implement strategies to operate the MFANF with 2,400 invited participants.
 1. Operate with 16 high school featured bands, 8 high school invited bands, 6 middle schools, 12 percussion ensembles, 4 orchestras, 19 chamber ensembles, 10+ choral ensembles, Honor Band of America, Honor Orchestra of America, and Jazz Band of

- America.
 - a. Receive 40 high school band and 15 percussion applications.
 - b. Update MFANF video collateral to include chamber and choral components.
 - c. Have 400 student participants in inaugural National Choir Festival.
- 2. Reduce unfunded honor ensembles participation by 10% from previous year commitments to no more than \$4,189.
- 3. Operate MFANF Directors' Academy with 15 participants.
- 4. Implement collaborations with Jazz at Lincoln Center as feasible.
- 5. Research MFA "Jazz Combo Festival" for feasibility/interest.
- 6. Maintain and document collaborations with Percussive Arts Society.
- B. Offer 11 collaborative or "franchised" ARMFs and IPS Regional Festival.
 - 1. Explore system wide ways to expand ensemble components of Regional Festivals (into other ensemble types).
 - 2. Enroll 227+ Regional Festival ensembles.
 - 3. Enroll 22+ IPS ensembles.
 - 4. Funding model research and implementation ongoing.
 - 5. Explore Super-Regional Concert Band Festival in western United States concept.
- C. Launch National Choir Festival as part of MFANF.
- D. Implement models facilitating Indiana ensemble participation in MFANF and ARMF's.

FY20 (2019 Festival Year)

- A. Implement strategies to operate the MFANF with 2,500 invited participants.
 - 1. Operate with 16 high school featured bands, 8 high school invited bands, 6 middle schools, 12 percussion ensembles, 5 orchestras, 21 chamber ensembles, 12+ choral ensembles, Honor Band of America, Honor Orchestra of America, and Jazz Band of America.
 - a. Receive 42 high school band and 16 percussion applications.
 - b. Have 480 choir students participate in MFANF.
 - 2. Reduce unfunded honor ensembles participation by 10% from previous year commitment to no more than \$3,771.
 - 3. Operate MFANF Directors' Academy with 18 participants.
- B. Establish or abandon MFA "Jazz Combo" Festival plans.
 - 1. Explore National Jazz Festival (or affiliation with JEN's JENerations Festival or Jazz at Lincoln Center).
- C. Offer 13 collaborative or "franchised" ARMFs and IPS Regional Festival.
 - 1. Implement Regional Festival expansion (into other ensemble types), as feasible.
 - 2. Enroll 257+ Regional Festival ensembles.
 - 3. Enroll 24+ IPS ensembles.
 - 4. Continue funding model research and implementation.
 - 5. Minimum of \$33K annual funding support model in place.
- D. Super-Regional Concert Band Festival in the western United States implementation begun or concept abandoned, as appropriate.
- E. Initiate plans to establish \$50K honor ensemble support fund.
- F. Research feasibility to create Regional Choir Festivals (Concert and/or Show Choir).

FY21 (2020 Festival Year)

- A. Implement strategies to operate the MFANF with 2,600 invited participants.
 1. Operate with 16 high school featured bands, 8 high school invited bands, 6 middle schools, 12 percussion ensembles, 5 orchestras, 23 chamber ensembles, 16 choral ensembles, Honor Band of America, Honor Orchestra of America, and Jazz Band of America.
 - a. Receive 45 high school band and 18 percussion applications.
 - b. 530+ choir students participate in MFANF.
 2. Reduce unfunded Honor Ensembles participation by 10% from previous year commitments to no more than \$3,394.
 3. Operate MFANF Directors' Academy with 21 participants.
 - a. Explore feasibility of a "Jazz Director Track" at MFANF.
- B. Offer 15 collaborative or "franchised" ARMFs and IPS Regional Festivals.
 1. Enroll 287+ Regional Festival ensembles.
 2. Enroll 25+ IPS ensembles.
- C. Fund (or create from operating funds) plans to establish \$25K Honor Ensemble support.

FY22 (2021 Festival Year)

- A. Implement strategies to operate the MFANF with 2,700 invited participants.
 1. Operate with 16 high school featured bands, 8 high school invited bands, 6 middle schools, 12 percussion ensembles, 6 orchestras, 25 chamber ensembles, 20 choral ensembles, Honor Band of America, Honor Orchestra of America, and Jazz Band of America.
 - a. Receive 45 high school band and 20 percussion applications.
 - b. Have 600+ choir students participate in MFANF.
 2. Reduce unfunded honor ensembles participation by 10% from previous year commitments to no more than \$3,055.
 3. Operate MFANF Directors' Academy with 24 participants.
- B. Offer 18 collaborative or "franchised" ARMFs and IPS Regional Festivals.
 1. Enroll 332+ Regional Festival ensembles.
 2. Enroll 27+ IPS ensembles.
 3. Minimum of \$75K annual funding support model in place.
- C. Establish \$50K honor ensemble support.
 1. Reduce price point (tuition) established for honor ensemble participants (\$100 below equivalent MFANF student package pricing).

SUMMER SYMPOSIUM

By the end of FY22, MFA, through its Music for All Summer Symposium, will:

- Grow Summer Symposium camp by average 5% annual growth rate based on 2015 student enrollment) by summer 2021 – **Total enrollment of 1700+ students and teachers.**
- Expand curriculum through addition of director-student leadership programming.
- Implement (as appropriate) choral, technology, guitar, laboratory band(s), Indiana track band, and United Sound programming.
- Maintain and strengthen organization's commitment to and instruction on ethics and professionalism. Expand to include health and safety issues.
- Integrate (as feasible) Summer Symposium into fabric of Ball State University and Muncie Community.

FY17 (Base Year 2016 Summer Symposium)

- A. Operate Summer Symposium with 1,315 enrolled participants (1,166 students: 149 directors). *Note: Projected enrollment for 2016 SSY is 1,600+ total student participants. This is 22% ahead of current plan of 1,315 students including the new middle school track and 13% ahead without it.
 - 1. Grow Marion County, Central Indiana, and rural/small district funding for participation in the Symposium by 5%.
 - 2. Increase engagement of Indiana track band participants by 10%.
 - 3. Grow orchestra division to 40+ students.
 - 4. Enroll 10+ collegiate campers.
- B. Continue community wide arts celebration and curriculum expansion plans.
- C. Launch Middle School Concert Band division with 50+ students.
- D. Research, curriculum and marketing for director-student leadership division (training students with their directors to be junior staff) by FY18.

FY18 (2017 Summer Symposium)

- A. Operate Summer Symposium with 1,616 enrolled participants.
 - 1. Grow orchestra division to 60+ students.
 - 2. Research/vet young conductor mentor project concept.
 - 3. Enroll 12+ collegiate campers.
 - 4. Launch director-student leadership division.
- B. Develop comprehensive operational and fiscal model to reflect enrollment and instructional trends/needs vs. resources.
- C. Research, develop if feasible United Sound's summer residential experience (in collaboration with BSU and new United Sounds organization).

FY19 (2018 Summer Symposium)

- A. Operate Summer Symposium with 1,664 enrolled participants.
 - 1. Maintain balance in orchestra division of 60+ students. Research and vet concepts for expansion.
 - 2. Implement young conductor mentor project, if feasible.
 - 3. Enroll 14+ collegiate campers.
 - 4. Enroll 100+ students in Middle School Concert Band division.
 - 5. Grow Get on the bus enrollment by 10% over FY17.
- B. Commence comprehensive operational and fiscal model implementation.
- C. Explore expansion of Summer Symposium to include non-music related courses of student study like journalism and drama and other ways to activate Ball State partnerships.
- D. Offer United Sound summer residential experience, if feasible.
- E. Explore feasibility and appropriate plans to create a choral division (concert and/or show choir).
- F. Explore concepts for additional expansion. Determine timetable for implementation.
- G. Initiate webinars for potential campers.
- H. Develop plan for regional meetings (potential campers/parents).

FY20 (2019 Summer Symposium)

- A. Operate Summer Symposium with 1,714 enrolled participants.
 - 1. Enroll 16+ collegiate campers.
- B. Plan a strategy with Muncie and local community partners to create and offer a destination arts festival in Muncie that would build and expand off the Summer Symposium and its nightly concert series and other programming.
- C. Research, market, and prepare for launch of choral student division for FY21.
- D. Continue expansion of Summer Symposium curriculum offering.

FY21 (2020 Summer Symposium)

- A. Operate Summer Symposium with 1,749 enrolled participants.
 - 1. Enroll 18+ collegiate campers.
 - 2. Increase Get on the bus enrollment by 10% of FY18.
- B. Launch choral student division.
- C. Begin implementing plan/strategy with Muncie and local community partners to create and offer a destination arts festival in Muncie that would build and expand off the Summer Symposium and its nightly concert series and other programming.
- D. Begin research and development of a music technology and recording student division.
- E. Continue additional expansion of Summer Symposium curriculum offering.

FY22 (2021 Summer Symposium)

- A. Operate Summer Symposium with 1,784 enrolled participants
 - 1. Enroll 20+ collegiate campers.
- B. Explore expansion of middle school student division to include jazz.
- C. Create a destination arts festival in Muncie in collaboration with the Summer Symposium and its nightly concert series and other programming, if feasible.
- D. Implement a music technology and recording student division, if feasible.

PROGRAMMING GENERALLY

By the end of FY22, MFA will advance its mission and programming by:

FY17 (base year)

- A. Seeking formal collaborations with ASTA, NBA, and CBDNA advancing programmatic and advocacy aims.
- B. Reconstituting the BOA Advisory Committee.

FY18

- A. Documenting collaborative relationships with all collaborators and strategic partners.
 - 1. Establishing a strategy for seeking and evaluating potential and existing collaborative relationships.
- B. Establishing operating procedures for the BOA Advisory Committee.
- C. Defining, measuring, and establishing a baseline for comparison of organizational investments in program marketing vs. education/advocacy.
- D. Beginning to research feasibility and establishing a model/plan supporting launch of an International Choral Festival in FY20 or FY22.

FY19

- A. Beginning a 10 year forward analysis of event venue trends, projections, and accessibility outlook of BOA programming and identity.
 - 1. Establishing formal criteria and transparency for selection criteria, training, and conduct of BOA judges.
 - 2. Researching and exploring additional ways beyond post event clinics to offer feedback to directors and staff.
- B. Establishing a model/plan supporting launch of an International Choral Festival in FY20 or beginning of FY22.
- C. Establishing a going forward plan for making a “market/education match” commitment.
- D. Beginning Educational Team discussion to propose post strategic plan strategies.
- E. Beginning Educational Team and management discussions on long-term organizational educational input/leadership.

FY22

- A. Beginning implementation of forward analysis findings related to BOA programming.
- B. Advancing “market/education match” commitment by 5% over base measure.
- C. Proposing to management a post strategic plan strategy for future touring honor ensembles.
- D. Developing a long-term organizational educational input/leadership plan and establishing implementation plan.

FY22 (2021 Summer Symposium)

- A. Advancing “market/education match” commitment by 5%.

AWARENESS AND ADVOCACY

Strategic End: Achievement of our ultimate mission means global recognition and acceptance of the concept and principles of “music for all.”

MFA’s ongoing strategic focus will help create an environment in America where its communities recognize, support, and embrace the value of and commitment to scholastic music education and access to it. We will create new methods for message delivery and increasing and empowering active engagement and leadership in local/grassroots advocacy for school music (and music making) that leverage real and perceived leadership position in the field. We will focus our energies and resources on:

- A. Becoming a clearinghouse for best and most successful practices that deliver advocacy models and results to those we serve and in the general scholastic marketplace.
- B. Being active, collaborative with others, and a leader in scholastic music education advocacy, leading by example to model/demonstrate advocacy in action.
- C. Making advocacy messaging and content part of every aspect of our programming and our promotion of our programming as models for the benefits and the “why” of music and arts education.

STRATEGIES

Strategy 1: Become an informative, collaborative clearinghouse for advocacy information, news, strategies, and tools.

Strategy 2: Be an active part of the national advocacy community, using and providing access and service to our national community of parents, teachers, and students to inspire awareness and promote activity and action.

Strategy 3: Commit to and include advocacy content in all MFA communications and forms of engagement.

Strategy 4: Provide recognition to successful teachers, parents/boosters, and advocates; including the establishment of a national Advocacy in Action Awards program.

Strategy 5: Market and promote our programs and events as models for the benefits and the “why” of music and arts education.

Strategy 6: Demonstrate and model “advocacy in action” by continuing our own educational and advocacy engagement with Indianapolis Public Schools and other underserved schools and communities.

PLAN DETAIL

Strategy 1: Become an informative, collaborative clearinghouse for advocacy information, news, strategies, and tools.

Goal 1: Develop plans and implement strategies to position MFA as a collaborative resource and clearinghouse for advocacy tools and resources.

Tactics:

- A. Work to be knowledgeable and collaborative with others in the field, including NAFME (policy roundtable), NAMM (SupportMusic Coalition and Music Industry Roundtable), CBDNA/NBA, and others.
- B. Research and identify new organizations with whom to collaborate and engage, including the National Endowment of the Arts and other organizations dedicated to supporting diversity in arts and education.

Goal 2: Modify MFA website to create and populate a vibrant area for advocacy resources.

Tactics:

- A. Implement design and content flow that curates and actively links to information useful to our constituents and content driven by collaborative partners.
- B. Research sources of data, anecdotes, and advocacy materials and compile for consideration, stakeholder use, and partnership solicitation.
- C. Launch web based practical application content, driven by participants (successful program, community, and booster organization examples/models).

Goal 3: Be a lead participant in growing and expanding the “Be Part of…” programs and Coalition.

Tactics:

- A. Support and promote the project through marketing campaigns.
- B. Where feasible, present educational sessions pertaining to promotion and implementation at music conventions.
- C. Continue fiscal commitments to “Be Part of…” and its new student engagement activities and support.
- D. Support the programming development of *Be Part of the Choir*, *Stay in Music (High School Retention)*, and *Be Part of the Profession*.

Goal 4: Solicit and participate in collaborations of programs and projects led by others that advance MFA’s organizational mission and vision.

Tactics:

- A. Support ongoing relationships with United Sound, JEN, and CITSA.
- B. Seek new strategic partnerships.
- C. Solicit and respond to requests for support consistent with budgeted resources.

Strategy 2: Be an active part of the national advocacy community, using and providing access and service to our national community of parents, teachers, administrators, and students to inspire awareness and promote activity and action.

Goal 1: Establish an active involvement in and engagement with national and state music education associations to inspire advocacy and promote MFA programs.

Tactics:

- A. Solicit and assess state music educator associations’ (MEAs) interest and need for educational and advocacy support.
- B. Develop with Yamaha and other stakeholders a strategy to provide content and support for state MEAs and others, responsive to assessment.
- C. Launch initiatives as warranted and feasible.

Goal 2: Establish an interactive website dedicated to educational resources.

Tactics:

- A. Establish employment resource tools and database for teacher and future music educators.
- B. Provide and populate web-based teaching and teacher support tools.
- C. Provide resources for teachers and tools/processes for other professional interaction with MFA, including judging and judge training, evaluation, and strategies to respond to challenges/threats to music education programs.

Goal 3: Be a resource/destination/clearinghouse for participant sharing of educational tools, best practices, and successes.

Tactics:

- A. Continue to develop and expand booster training and advocacy programs at the Summer Symposium.
- B. Develop plan to continuously solicit, review, and publish best practices. Become an idea and modeling vehicle and destination for others.
- C. Continue and expand ongoing collaboration commitments to NBA/CBDNA (Alliance)

Goal 4: Be intentional and active in providing (unilaterally and collaboratively) individual education professional development and outreach/grant programs to mentor teachers and programs, as needed and feasible.

Tactics:

- A. Continue and expand ongoing collaboration commitments to NBA/CBDNA.
- B. Make a fiscal commitment that increases annually.
- C. Make this program a dedicated/specialized priority ask in fundraising/advancement.

Strategy 3: Commit to and include advocacy content in all MFA communications and methods of engagement (in programs, events and significant external communications).

Goal 1: Include advocacy message in all organizational program development and communications.

Tactics:

- A. Develop/establish a “Gallery” of advocacy-supporting text written and available to MFA staff to access for messaging in print and digital communications.
- B. Include our advocacy message commitment in initial and ongoing employee orientation and training.
- C. Provide intentional programming and messaging in MFA programs and events supportive of organizational commitments to access (including United Sound, CITSA, Be Part of the Music, and access/diversity initiatives).

Goal 2: Include advocacy message in all organizational corporate and individual sales and solicitations.

Tactic:

- A. Develop and implement a “market/educate match” strategy for allocation of marketing and participant relations/engagement resources (as detailed in the programmatic section of this plan).

Strategy 4: Provide recognition to successful teachers, boosters, and advocates (as an awareness/advocacy tool).

Goal 1: Elevate the stature of all of MFA’s national recognition programs for teachers, boosters, and advocates (including national parent/booster awards and Bands of America Hall of Fame).

Tactics:

- A. Develop and implement a structured plan to elevate the stature (status and recognition) of our national parent/booster award and Bands of America Hall of Fame.
- B. Begin to explore role of “Hall of Fame” type awards with an intent to transform and establish appropriate recognitions as part of planning for the 20th anniversary of MFA.
- C. Develop annual “prize or award” for creativity and innovation in “advocacy at work” efforts in the scholastic music and arts community.

Strategy 5: Market and promote our programs and events as models for the benefits and the “why” of music and arts education.

Goal 1: Increase advocacy messaging in print and digital communications.

Tactic:

- A. Develop and implement advocacy content strategies and commitment for all print and digital communications.

Goal 2: Make advocacy messaging a core commitment of plans for community and artistic engagement.

Tactics:

- A. Create new advocacy components for BOA fall and MFA spring programming.
- B. Make advocacy a major component of the BSU and Muncie community collaboration for the Summer Symposium (explore community music and arts festival and other concepts).

Strategy 6: Demonstrate and model advocacy in action by continuing our own educational and advocacy engagement with Indianapolis Public Schools and other underserved schools and communities.

Goal 1: Continue engagement and presentation of the Indianapolis Marching Band Tournament.

Tactics:

- A. Expand community sponsorship and program grant funding efforts.
 - 1. Emphasize sponsorship support initiatives and seek new grant support.
- B. Continue clinic and educational modeling experiences for participating teachers.
 - 1. Utilize exhibition band(s) within the IMBT Festival to perform for and model for IPS students.
 - 2. Provide post-event educational clinics for directors and staff.
- C. Continue to encourage and support participation of individual programs in BOA Indianapolis Super Regional and Grand Nationals.
 - 1. Continue offer for IMBT participants access to one day of Grand Nationals Prelims.
 - 2. Develop incentives to encourage enrollment (e.g. scheduling support, program planning support, fee/cost abatements, etc.)

Goal 2: Provide increased access to leadership development and active music making through the Summer Symposium by providing scholarships to more IPS and other students (from underserved

schools and communities needing support) annually. Increase minimum commitment by 5% annually.

Tactics:

- A. Develop plan to seek and secure corporate, individual, and foundation funding for IPS scholarship commitments. Add Leadership Weekend commitment, if funded.
- B. Research and implement methodologies to ensure that support matches criteria that reach students needing support in underserved communities.

Goal 3: Develop and implement, with IPS, models that improve and elevate spring curriculum.

Tactics:

- A. Support and work collaboratively with IPS regarding participation in ISSMA, CITSA or independent full ensemble and solo and ensemble programs.
 - 1. Encourage and work to provide support existing programs.
 - 2. Create and/or encourage other organizations to create programs and participation models that support IPS and other challenged communities' participation.
- B. Work with IPS to develop a sustainable model for district-wide honor ensembles. Implement as feasible.
- C. Continue to develop IPS Instrumental Festival in conjunction with the MFANF.
 - 1. Expand IPS Spring Festival to include choir.
- D. Explore programmatic plans for creation of an IPS honor choir in conjunction with the MFANF and its choral expansion. Implement as feasible.

Goal 4: Participate in community-wide efforts to support and recognize successful IPS access models. Export successes district wide and beyond.

Tactics:

- A. Continue to offer professional development and teacher in-service opportunities.
- B. Actively participate in the Any Given Child Indy initiatives, and other District-wide strategies.
- C. Explore, develop, and implement plans and tactics, if feasible, to introduce urban marching tournaments as part of our St. Louis, San Antonio, and Atlanta programs.
- D. Prepare a formal assessment and summary of findings/achievements.

Goal 5: Advance collaborations with CITSA.

Tactics:

- A. Continue commitment as Title Sponsor for Indiana State Fair Band Day (through 2019). Assess feasibility beyond 2019.
- B. Offer student leadership development activities to CITSA member schools and the students they serve, including opportunities outside of marching band.
- C. Offer professional development for CITSA member teachers and instructors.
- D. Support launch of concert band festival, solo and ensemble experiences, jazz band, and/or other non-marching band related activities.

Goal 6: Advance collaborations with McAllen, TX.

Tactics:

- A. Continue to operate a BOA McAllen Regional Championship and clinics.
- B. Secure funding support necessary to sustain commitment.
- C. Explore national mariachi festival in collaboration with McAllen community.
- D. Explore additional collaborative opportunities with University of Texas-Brownsville and others for expansion of regional engagement.

Goal 7: Participate with United Sound to provide learning and musical performance experiences for students with special needs.

Tactics:

- A. Assist United Sound with start-up and provide continuing ongoing support.
- B. Assist expansion of United Sound's programs and efforts through development of a national United Sound ensemble as a part of the MFANF.
- C. Assist additional expansion of United Sound's programs and efforts through access and participation in BOA's Honor Band in the Tournament of Roses Parade.
- D. Research and develop if feasible a United Sound summer residential experience (in collaboration with BSU and United Sounds organization)

Goal 8: Create professional development strategy, beyond IPS, to other I-65 corridor urban school music programs.

Tactics:

- A. Solicit and integrate Gary, Indianapolis, Louisville, Metro Nashville, Huntsville, Birmingham, Montgomery, and Mobile Public Schools as interested and feasible.
- B. Seek to build collaborations with Historically Black Colleges and Universities (HBCU) in building/implementing strategies.
- C. Actively seek funding and programmatic collaborations to develop and implement strategies.

ADVOCACY AND AWARENESS ASSESSMENT

By the end of FY22, MFA will be an active participant in advocacy for music and arts education by:

- A. Having become an informative clearinghouse for advocacy information, news, and tools (collaborative).
- B. Having been an active member of the national advocacy community, leveraging our access and service to our national community of parents, teachers, and students to inspire awareness and promote activity and action.
- C. Having created a system for and made advocacy a priority inclusion in all MFA communications.
- D. Having provided recognition to successful teachers, boosters, and advocates (as an awareness/advocacy tool).
- E. Having marketed and promoted our programs and events as models for the benefits and the "why" of music and arts education.
- F. Having demonstrated and modeled "advocacy in action" by continuing our own educational

and advocacy engagement with Indianapolis Public Schools and beyond.

FY17 (base year)

- A. Strategic partnerships and other collaborative affiliations with NAFME (awards and Policy Roundtable) and NAMM maintained.
- B. Have signed partnerships in place for all existing organization's strategic partners (DCI, WGI, IMEA, ISSMA, JEN, Indiana Arts Education Coalition, NBA/CBDNA, NAFME, CITSA, United Sound, and Be Part of the Music) in place. Commitments maintained.
- C. Engaged at least one new strategic partner organization.
- D. Web area for advocacy/educational resources created and launched.
- E. National parent/booster award and Bands of America Hall of Fame awards presented.
- F. Current Parent/Booster Award program audited and a documented proposal for program changes or refinements (if needed) created.
- G. Survey of select stakeholders for timing/location of Hall of Fame presentations and name is completed and appropriate proposals for future are developed.
- H. Plan for elevating status of awards programs developed.
- I. Commitments to IPS maintained.
- J. NBA/CBDNA collaboration on the Dr. William P. Foster Music Education Alliance created. Implementation according to plan begun.
- K. Minimum of 5 new educational teacher development/support videos produced and available online.
- L. Meeting with MEA leaderships held at 2016 Midwest Clinic.
- M. Minimum of three MEA conventions supported with MFA speaker/presenters.
- N. Muncie area schools support programs developed and implemented by MFA Educational Team .
- O. "Gallery" of advocacy-supporting text written and available for MFA staff to access for messaging in all MFA print and digital communications.

FY18

- A. Advocacy Awards area of the website including awards submission mechanism created and launched.
- B. Outline of proposed Advocacy Awards ceremony developed.
- C. Formal commitment for Advocacy content in all MFA print and digital communications is in place.
- D. Plan to fully leverage content of Strategic Partners and Sponsors on the MFA Advocacy web area developed.
- E. Formal review of existing booster training and advocacy programs at the Summer Symposium conducted. Curriculum updated, if needed.
- F. Minimum of one new strategic partner organization added.
- G. Minimum of 10 nominations for Parent/Booster Award received.
- H. Create digital archive of Hall of Fame current class promotions as baseline for elevating recognition.
- I. Budget for Advocacy Awards Ceremony created.
- J. Minimum of 2 face-to-face meetings with directors to assess need/interest (wherein MFA might offer clinicians and or master classes for directors, students, parents, and administrators might offer and establish partnerships wherein MFA offer clinicians and or

- master classes for directors, students, parents, and administrators) are conducted.
- K. MFA's state association partnerships providing support and/or clinicians are developed and executed for a minimum of 4 organizations. Commitment of \$10k to support initiative (to be increased 10%+ annually).
- L. Potential members of Advocacy Committee identified and included in budget for related expenses.
- M. Research to adopt an "Advocacy component" at Bands of America Grand Nationals has begun.
- N. Current agreements and benefits for NAFME, NAMM, CITSA, United Sound, and Be Part of the Music is audited and proposal for changes or refinements (if needed) is documented.
- O. A minimum of 5 new (for FY18) educational videos produced and available online to assist music teachers in improving their ability to prepare their ensembles for success.

FY19

- A. Advocacy website area expanded with active links to information and content driven by collaborative partners.
- B. Any expiring Strategic Partner agreements are renewed.
- C. Minimum of one new strategic partner organization secured.
- D. First live Advocacy in Action Awards ceremony held.
- E. Continued production of digital archive of Hall of Fame current class for promotional storytelling.
- F. Invitations sent to potential Advocacy Committee members. Members solidified, contracted, and announced.
- G. Proposal for exploration of concepts for creation of an annual prize or award for "creativity and innovation in advocacy at work" related to efforts in the scholastic music arts community is created and presented.
- H. Commitments to NBA/CBDNA, NAFME Policy Roundtable, ISSMA, IMEA, CITSA, United Sound, Be Part of the Music, Muncie schools, and IPS are maintained. Collaborative programming continued.
- I. A proposal to adopt an "Advocacy component" at Bands of America Grand Nationals is presented to Management Team.
- J. Minimum of 14 nominations for Parent/Booster Award are received.
- K. MFA's state association partnerships are elevated and expanded to provide support or clinicians for a minimum of 6 organizations. Commitment of \$11k is made to support initiative.
- L. A minimum of 5 new (for FY19) educational videos produced and available online to assist music teachers in improving their ability to prepare their ensembles for success.

FY20

- A. Annual prize or award is announced/launched for creativity and innovation in "advocacy at work" related to efforts in the scholastic music arts community per plan and as feasible.
- B. Web-based practical application content is established and driven by participants.
- C. Plans for community and artistic engagement of the BSU and Muncie communities with the Summer Symposium are developed.
- D. Commitments to state associations, NBA/CBDNA, NAFME Policy Roundtable, ISSMA, IMEA, CITSA, United Sound, Be Part of the Music, Muncie schools, and IPS are

- maintained. Collaborative programming continued.
- E. MFA's state association partnerships are elevated and expanded to serve a minimum of 8 organizations. Commitment of \$12k+ is made to support initiative.
- F. Webinar roundtable program is developed and activated for high school students interested in becoming music educators.
- G. Advocacy component at Bands of America Grand Nationals is adopted.

FY21

- A. Plans for community and artistic engagement of the BSU and Muncie communities to the Summer Symposium are implemented per plan, if feasible.
- B. Commitments to state associations, NBA/CBDNA, NAFME Policy Roundtable, ISSMA, IMEA, CITSA, United Sound, Be Part of the Music, Muncie schools, and IPS are maintained. Commitments are reviewed and updated as prudent.
- C. MFA's state association partnerships are elevated and expanded to serve a minimum of 10 organizations. Commitment of \$13.5k+ is made to support initiative.
- D. Student webinar roundtable program assessed and updated.

FY22

- A. A self-analysis of MFA advocacy engagement initiatives is conducted. Results are used to fuel next steps/future engagement.
- B. Commitments to NBA/CBDNA, NAFME Policy Roundtable, ISSMA, IMEA, CITSA, United Sound, Be Part of the Music, Muncie schools, and IPS are maintained. Extend if prudent.
- C. MFA's state association partnerships are elevated and expanded to serve a minimum of 12 organizations. Commitment of \$15k+ is made to support initiative.

IPS, URBAN AND OTHER UNDERSERVED COMMUNITIES ASSESSMENT:

By the end of FY22, MFA will refine its IPS model and export it to other urban areas served by MFA by:

- A. Having continued its engagement and presentation of the IMBT.
- B. Having provided hands-on professional and student development through the Summer Symposium and beyond.
- C. Having developed and implemented, with IPS, models that improve and elevate its spring curriculum.
- D. Having actively participated in community wide efforts to support and recognize IPS success models and export them district-wide and beyond.
- E. Having prepared a formal assessment and summary of findings/achievements of IPS programming initiatives.

FY17 (Base Year)

- A. Indianapolis Marching Band Tournament is offered as a part of Grand Nationals.
- B. Indianapolis Music Festival is offered as part of the National Festival.
- C. IPS Summer Symposium scholarship program is funded and maintained. A minimum of 25 scholarships are awarded.
- D. Commitments to the Indy Arts Educator Network are maintained.

- E. Commitments are maintained to provide professional development sessions for arts educators of IPS.

FY18

- A. Indianapolis Marching Band Tournament is offered as a part of Grand Nationals.
- B. Indianapolis Music Festival is offered as part of the National Festival.
- C. Plans are initiated to add a choral component to the Indianapolis Music Festival for FY19.
- D. Plans and tactics are explored to introduce, if feasible, urban marching tournaments as part of St. Louis, Atlanta and San Antonio events.
- E. IPS Summer Symposium scholarship program is maintained and funded. A minimum of 26 scholarships are awarded.
- F. Relationships are engaged with school district stakeholders along the I-65 Corridor including Gary, IN; Louisville, KY; Nashville, TN; Huntsville, AL; Birmingham, AL; Montgomery, AL; Mobile, AL.
- G. Commitments expanded to providing professional development sessions by providing a minimum of three for arts educators of IPS. Plans to include CITSA schools in this commitment are being developed.

FY19

- A. Indianapolis Marching Band Tournament is offered as a part of Grand Nationals.
- B. Indianapolis Music Festival is offered (for instrumental and vocal music programs) as part of National Festival.
- C. Plans developed (including search for local partners), if feasible, to introduce urban marching tournaments as part of St. Louis, Atlanta and San Antonio events.
- D. Plans developed for involvement of IPS Honor Concert Band and Honor Orchestra affiliated with MFANF.
- E. Professional development and clinics provided for schools along the I-65 Corridor (Gary, IN; Louisville, KY; Nashville, TN; Huntsville, AL; Birmingham, AL; Montgomery, AL; Mobile, AL)
- F. Expanded commitments to providing professional development sessions by providing a minimum of four for arts educators of IPS and/or CITSA.
- G. Maintained and funded IPS Summer Symposium Scholarship Program. A minimum of 28 scholarships are awarded.
 - 1. Long-term plans/mechanisms to reduce commitment and pass scholarship-funding responsibility back to individual schools and the IPS District are being developed.

FY20

- A. Indianapolis Marching Band Tournament is offered as a part of Grand Nationals.
- B. Indianapolis Music Festival is offered (for instrumental and vocal music programs) as part of National Festival.
- C. Implemented urban marching tournaments as part of St. Louis, Atlanta and San Antonio events (per plan, if adopted/funded).
- D. Finalized a plan for involvement of IPS Honor Concert Band and Honor Orchestra in MFANF.
- E. Continued to offer professional development and clinics with schools along the I-65 Corridor (Gary, IN; Louisville, KY; Nashville, TN; Huntsville, AL; Birmingham, AL;

- Montgomery, AL; Mobile, AL) by expanding commitment to include a minimum of quarterly visits to each selected school.
- F. Maintained commitments to providing professional development sessions by providing a minimum of four for arts educators of IPS and/or CITSA.
 - G. Maintained and funded IPS Summer Symposium Scholarship Program. A minimum of 29 scholarships are awarded.
 - 1. Long-term plan to reduce MFA funded full scholarship commitments to IPS commenced.
 - H. Structure and strategy for a formal report and summary of findings/achievements in MFA's work with IPS and other urban music programs are developed.

FY21

- A. Indianapolis Marching Band Tournament is offered as a part of Grand Nationals.
- B. Indianapolis Music Festival is offered as part of National Festival.
- C. The urban marching tournament program continues to be implemented (per plan, if adopted).
- D. IPS Summer Symposium scholarship program is continued. A minimum of 30 students are supported on a "need" basis.
- E. Professional development and clinics are continued to be offered for schools along the I-65 Corridor (Gary, IN; Louisville, KY; Nashville, TN; Huntsville, AL; Birmingham, AL; Montgomery, AL; Mobile, AL)
- F. Maintained commitments to providing professional development sessions by providing a minimum of four for arts educators of IPS and/or CITSA.
- G. Plan to reduce IPS Scholarship commitment continued.

FY22

- A. Indianapolis Marching Band Tournament is offered as a part of Grand Nationals.
- B. Indianapolis Music Festival is offered as part of National Festival.
- C. The urban marching tournament program continues to be implemented (per plan, if adopted).
- D. Plan to reduce IPS Summer Symposium scholarship is continued. A minimum of 32 students are supported on a "need" basis.
- E. Professional development and clinics are continued to be offered for schools along the I-65 Corridor (Gary, IN; Louisville, KY; Nashville, TN; Huntsville, AL; Birmingham, AL; Montgomery, AL; Mobile, AL)
- F. Maintained commitments to providing professional development sessions by providing a minimum of four for arts educators of IPS and/or CITSA.
- G. IPS/urban programming formal assessment and summary of findings/achievements is reported to Management Team. MFA's role and strategy with IPS going forward is developed.

INSTITUTIONAL GROWTH AND DEVELOPMENT

Strategic End: MFA will put and have the resources and organizational culture and capacity necessary to deliver on its mission and strategic objectives. MFA will build and maintain the financial wherewithal to operate its strategic plan and meet its fiscal obligations. MFA will create and begin to

execute a plan to ensure the organization's long-term viability and sustainability as an institution. We will focus on actions that start the process of advancing from organizational to institutional status including:

- Consistently achieving positive operating results.
- Defining, establishing, and maintaining adequate fiscal reserves.
- Growing MFA's advancement activities/successes (sponsorship/development).
- Preparing for and launch of a multi-year development/advancement campaign.

STRATEGIES

Strategy 1: Establish goals/needs for MFA's fiscal transition from organization to institution.

Strategy 2: Put in place a plan for governance that supports and assures input and oversight of program content and delivery, supports the institutional advancement necessary to advance our mission, vision, and strategies, and embraces and actualizes MFA's core values.

Strategy 3: Provide for selection, compensation/benefits, training and support for staff, contracted educators, volunteers, and others supporting our strategic aims in a manner consistent with core values and the operating environment.

Strategy 4: Define long-term office space/administration need and implementation strategies (beyond 2023).

Strategy 5: Create a Vision 2020 Fund (capital campaign) with \$5M goal supporting the MFA Foundation.

PLAN DETAIL

Strategy 1: Establish goals/needs for MFA fiscal transition from organization to institution.

Goal 1: Establish and build and operating reserve of \$1.75M.

Tactics:

- A. Research and validate with the Board and Finance Committee an appropriate ultimate goal/target for strategic reserves.
 1. Accumulate positive fund balance and a cash balance equal to or greater than the organization's anticipated maximum annual fiscal exposure for deferred income obligations.
- B. Establish a strategy and maintain fund balances sufficient to meet the organization's reserve commitment.
- C. Work to eliminate downside exposure on copyright and licensing matters by end of FY17.
 1. Research and implement operational strategies with necessary changes to the operating model to account for new non-revenue producing expenses and maximize net operational results.
- D. Grow annual operating returns to \$300K.
 1. Grow operational results to \$190K+ in FY18.

2. Grow operational results by 12% annually thereafter.

Goal 2: Establish and implement a robust advancement program and strategy, integrating sponsorship and development channels and putting in place the structures necessary to achieve outlined goals.

Tactics:

- A. Put in place organizational changes required to create a robust advancement program.
 1. Establish the department and organizational infrastructure needed to achieve success.
 - a. Create processes and structures to build from.
 - b. Identify activities with objectives.
- B. Grow sponsorship revenues to \$1 million annually by FY20 and \$1.1M by FY22 (per advancement plan).
 2. Continue to build upon current sponsor relationships in order to sustain and retain existing funding sources.
 3. Secure new sponsorships within music industry.
 4. Secure new sponsorships outside of the music industry with a national corporate focus.
 - a. Secure new general industry sponsorships focused on central Indiana programming.
 5. Grow sponsorship opportunities in BOA Super Regional locations.
 6. Seek and implement as appropriate collaborative (with other organizations) sponsorships.
 - a. Target DCI, WGI, USBands, CITSA, ARMF partners and similar organizations for sponsorship development collaboration.
 - b. Utilize agencies and consultants as appropriate/feasible to help achieve plan goals.
- C. Grow grant/contribution revenue to \$440K+ plus annually by FY20 and \$555K by FY22 (per advancement plan).
 1. Develop a complete mix of contributed revenue streams including individual gifts; corporate (non-sponsorship) gifts; in-kind corporate gifts; and government, foundation, and corporate general operating and project grants and contributions.
- D. Make and adjust advancement strategy and plan as necessary/appropriate to achieve stated objectives.
- E. As advancement revenues stabilize and increase, modify goals/objectives, and staff/budget resources appropriately.

Strategy 2: Put in place a plan for governance that supports and assures input and oversight of program content and delivery, supports the institutional advancement necessary to advance our mission, vision, and strategies, and embraces and actualizes MFA's core values.

Goal 1: Establish organizational diversity objectives that ensure/support fulfillment of the mission, vision, and core values.

Tactics:

- A. Continue to develop board level diversity and governance reflective of the nation, the programs we offer, and constituencies we serve.
 1. Create digital media guide and encourage diverse engagement.
 2. Utilize board committees, Educational Team, and advisory committee engagement to

- create a pipeline to leadership.
- B. Create and implement a plan to ensure and maximize staff and educator diversity.
 1. Target and establish university talent hotspots (HBCU's, high Hispanic population campuses, and music, music business, and general business focused programs to encourage a more diverse spectrum to consider MFA for board volunteer, teaching, staff, and volunteer diversity.
 2. Target same entities for internships. Consider layering current internship plans with a permanent position dedicated to ensure staff and volunteer diversity.
 3. Reach out and establish relationship with central Indiana colleges, minority alumni, and professional organizations to ensure awareness of our commitment and to recruit and maintain Board, volunteer, teaching, staff, and volunteer diversity.
- C. Establish and implement as appropriate a leadership succession plan for senior management. Maintain support for board's diversity, succession, and governance strength/capacity commitments.

Goal 2: Create a plan to provide resources to sustain a qualified educational leadership team to guide and help fulfill MFA's programmatic objectives.

Tactics:

- A. Continue ongoing use of Educational Team.
 1. Integrate choir, CITSA, United Sound, IPS strategies, and program leadership as may be supportive and practical.
- B. Conduct an assessment to determine best practices for refining Educational Team leadership and administrative models to support educational delivery and advocacy objectives of the organization.
 1. Incorporate and consider establishment of diversity objectives (geographic, racial, gender, etc.) for leadership/faculty/consultants roles.
 2. Consider and create structure and outline for educational, advocacy, and other committees as may be deemed helpful.
 3. Target and take steps needed to advance our aims.
- C. Reconstitute, maintain, and update structure, as appropriate, BOA Educational Advisory Committee supporting BOA programming.

Strategy 3: Provide for selection, compensation/benefits, training and support for staff, contracted educators, and others consistent with core values and the operating environment.

Goal 1: Staff (including hiring, developing, and ongoing training) as necessary to maintain and advance "people" core value and the needs and strategic plan of the organization.

Tactics:

- A. Continue to offer competitive compensation/benefits.
 1. Conduct annual salary and benefit surveys.
 2. Budget for annual compensation and benefits as appropriate, based on survey results, to maintain competitiveness with peers and remain within the means of the organization.
- B. Consider and organize consultant and advisory staff and teams in manners and at compensation levels that assure delivery on our mission, core values, and strategic plan.

1. Emphasize excellence that makes us a leader amongst peers/peer organizations.
 2. Emphasize (and develop and implement strategies that encourage and advance diversity in leadership and member selection, teaching, programs, and participation.
 3. Integrate educational program leadership (including choral) into a structure and governance model that supports strategic plan and organizational ends and efficiencies.
- C. Define and provide sufficient staff and institutional support (technology, training, and other resources) to ensure operational success and supportive of our mission, vision, and values.
 - D. Establish and maintain fiscal and administrative support commitments necessary to achieve goals.
 - E. Conduct employee attitude surveys (beginning in FY18) and annually thereafter.

Goal 2: Provide sufficient institutional resource support (technology, technology training, and other resources) to ensure operational success and supportive of our mission, vision, and values.

Tactics:

- A. Deploy a functional CRM/Event registration & management system.
 1. Continue to utilize (Cvent) registration system.
 - a. Expand use to remaining events/event registration modules, by FY17.
 2. Perform a comprehensive analysis of CRM systems and other technology needs and implement as appropriate.
 - a. Refresh functional requirements by department, as needed.
 3. Identify potential and necessary resources (consultants, developers, vendors, etc.) for selection and implementation.
 - a. Include and attempt to leverage board/corporate overlap in researching Salesforce and it platforms.
 4. Create and approve a budget necessary to meet commitment.
 5. Create a development timeline (milestones, testing, deployment).
 6. Implement/install new integrated CRM support system.
 7. Maintain ongoing maintenance and upgrades as needed for best practices.
 8. Include comprehensive initial and ongoing training necessary to maximize usefulness of technology investments.
- B. Create and/or deploy a digital tabulation/evaluation system for BOA and MFANF judges and evaluators.
 1. Work with current/future BOA Chief Judges to create a list of functional requirements.
 2. Identify potential developers and vendors
 3. Create and approve a budget necessary to achieve goals.
 4. Create a development timeline (milestones, testing, deployment).
 5. Maintain ongoing training, maintenance and upgrades as needed for best practices.
- C. Create and implement a new digital Summer Symposium on-site registration system.
 1. Identify a list of requirements from Events, Participant Relations, and Information Technology (including integration of system with CRM).
 2. Identify potential solutions/approaches.
 3. Enlist developers/vendors.
 4. Create and approve a budget necessary to achieve goals.
 5. Create a development timeline (milestones, testing, deployment).
 6. Maintain ongoing maintenance and upgrades as needed for best practices.

Strategy 4: Address current and establish long-term (post FY22) needs for office/warehouse space including re-assessing alternatives to retaining current office space.

Goal 1: Address capital improvements and other needed updates to current facilities.

Address/administer needs considering and in context with long-term (post FY22) for office/warehouse space facility needs and plans.

Tactics:

- A. Replace existing heat pumps/HVAC system as they reach their expected effective operating life.
 - 1. Determine equipment vs. fixture status of current HVAC equipment and system. Apply findings to eventual recommendations.
 - 2. Work with HVAC maintenance vendor to extend functionality as long as possible and fiscally expedient.
 - 3. Work with HVAC maintenance vendor or appropriate consultant(s) to structure a replacement timeline.
 - 4. Budget and activate maintenance/replacement as warranted and per plan.
- B. Replace aging carpet facility wide.
 - 1. Work with commercial design firm to identify options and costs.
 - 2. Choose carpet and pattern from options presented.
 - 3. Identify installation vendor.
 - 4. Plan and complete installation in way(s) that minimizes disruption of operations.
- C. Maintain functionality and availability of Finance server (anticipating future software requirements, hardware lifespan, and user load).
 - 1. Work with vendor to anticipate when current server hardware will no longer be supported.
 - 2. Budget appropriately for anticipated replacement.

Goal 2: Analyze and establish long-term (post FY22) needs for office/warehouse space and re-assess alternatives to retaining current office space.

Tactics:

- A. Conduct a study of current space and anticipated space needs.
 - 1. Work with management team to predict needs and next steps assuming successful operation of strategic plan.
 - a. Solicit board member help in making the assessment
 - b. Identify and engage consultant resources to assist and advise if and as necessary.
- B. Research and propose long-term program extension commitments to City of Indianapolis and Central Indiana.
 - 1. Invest in (or seek ICVA annual updates) determining the economic impact of MFA programs in metropolitan Indianapolis.
 - 2. Invest in (or seek a BSU update) determining the economic impact of MFA programs in Indiana (metro Indy, BSU, CITSA, etc.).
 - 3. Seek to leverage (continue to leverage) economic impact/value of MFA programs to maximize City of Indianapolis, CIB, and ICVA support.

4. Package MFA national program offerings for consideration by other markets.
5. Negotiate long-term space and programming agreements for Grand Nationals and Indianapolis Super Regional as appropriate.

Strategy 5: Create a Vision 2020 Fund (annual campaign) with \$5M goal for MFA Foundation by end of FY22.

Goal: Lay groundwork and create plan for development and execution of a capital campaign.

Tactics:

- A. Regularly monitor and update organization's strategic ends and needs.
- B. Position programming and advancement activities for development of a capital campaign.
- C. Develop fiscal, programmatic, and organizational goals and long-term strategies for potential capital campaign.

ORGANIZATIONAL SUSTAINABILITY ASSESSMENT

By the end of FY22, MFA will

- A. Have in place and execute a plan for MFA's fiscal transition from organization to institution, including operations and fiscal results that forward and assure long-term stability.
- B. Have in place a plan of governance that supports and assures input on an organizational and program delivery that serves a diverse spectrum of potential constituencies and is reflective of mission, vision, and core values.
- C. Have compensation, benefits, training, systems, and support in place (for its staff, educational team and staff, volunteers, and others helping to deliver on our strategic aims) consistent with core values and the operating environment.
- D. Create a plan and account for MFA's long-term office and warehouse needs post FY23.
- E. Have in place a plan for and launch an MFA capital campaign for endowment and other purposes.

FY17 (Base Year)

- A. Online registration system (Cvent) in place and servicing current programs.
- B. Review audit of CRM needs. Begin research on systems.
- C. Engage/leverage Salesforce and assess.
- D. Select next/new tabulation and evaluation system. Begin small scale testing to ease transition.
- E. Begin research on creation of a new digital Summer Symposium on-site registration system.
- F. Complete office workspace allocation and buildout (maximizing space utilization).
- G. HVAC maintenance agreement in place.
- H. Monitor finance server status.
- I. Adopt commitment and plan for diversity at the board level.
- J. Have Educational Team in place. Renew/extend contracts.
- K. Conduct annual salary and benefit survey (and each subsequent fiscal year).
- L. Achieve budgeted Sponsorship Revenue of \$873K.

M. Achieve budgeted Development Revenue of \$347K

FY18

- A. Exceed \$190K in net operational results.
 - 1. Exceed \$906K in sponsorship revenues.
 - 2. Exceed \$374K in development revenues (annual fund, grants and major gifts) exclusive of in-kind general office rent contributions.
- B. Acquire and install new integrated (event registration,/management/development/finance/marketing) CRM system. Complete initial staff training.
- C. Deploy new tabulation and evaluation system across programs.
- D. Continue research on creation of a new digital Summer Symposium on-site registration system. Implement next best steps.
- E. Activate HVAC maintenance and/or replacement plan.
- F. Monitor finance server status and address as needed.
- G. Budget, purchase, and install carpet replacement.
- H. Examine new model and operational limitations on audio and visual capture of participant performances. Establish procedures going forward.
- I. Review analysis of relationships with major vendors and strategic partners. Establish plan for future structure roles and strategic objectives (for FY19 and remainder of strategic plan).
- J. Employee environment plan in operation.
 - 1. Develop and implement staff diversity plan.
 - 2. Conduct salary and benefit survey (annually during plan).
 - 3. Develop plan for allocation of staff development resources to areas of greatest need.
- K. Complete research to determine best practices for leadership and administration of educational objectives within the organization. Have written plan in place.
- L. Plan for educational advisory committee in support of MFA programming is in place and functioning.

FY19

- A. Exceed \$213K in net operational results.
 - 1. Exceed \$955K in overall sponsorship revenues.
 - 2. Exceed \$407K in development revenues exclusive of in-kind general office rent contributions.
- B. Commence execution of educational best practices plan.
- C. Evaluate new tabulation and evaluation system (on an ongoing basis).
- D. Conduct employee attitude survey (periodically during plan).
- E. Monitor finance server status and address as needed.
- F. Implement plan for future structure of video and other vendor operations.
 - 1. Major vendors and strategic partners long-term agreements/strategies (per plan) in place.
- G. Develop and implement executive leadership succession plan.
- H. Have Educational Advisory/professional staffing plan in support of MFA programming in place.

FY20

- A. Exceed \$239K in net operational results.
 - 1. Grow overall sponsorship revenues to exceed \$1M.
 - 2. Exceed \$446K in development revenues.
- B. Establish minimum of \$10K funding for potential tuition reimbursement. Budget annually.
- C. Monitor finance server status and address as needed.
- D. Conduct 360-evaluation, survey representative sample of all constituents, including staff, participants, sponsors, and donors (biennially).
- E. Begin research and feasibility study for capital campaign.

FY21

- A. Exceed \$267K in net operational results.
 - 1. Grow overall sponsorship revenues to exceed \$1,051,000.
 - 2. Exceed \$495K in development revenues.
- B. Develop plan for capital campaign.
- C. Conduct employee attitude survey.

FY22

- A. End fiscal year with a fund balance equal to or in excess of maximum fiscal exposure for deferred income obligations. Exceed \$300K in net operational results..
 - 1. Grow sponsorship revenues to exceed \$1.1M.
 - 2. Exceed \$555K in development revenues.
- B. Conduct 360-evaluation.
- C. Monitor finance server status and address as needed.
- D. Make capital campaign, its launch and ongoing execution, if feasible, a part of new strategic plan.