



## Music for All Strategic Plan FY2018-2022<sup>1</sup>

**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.

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<sup>1</sup> Music for All's Fiscal year runs from March 1 to February 28.

**Organizational Overview:** Since 1975, Music for All, Inc. has been a destination and set the standard for scholastic music ensemble performance and student and teacher education. Music for All uses its national profile along with Music for All, Bands of America, 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. Music for All provides ensemble experiences, as well as hands-on opportunities for individual student performance training, and student and teacher growth and development. Music for All'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.

Music for All will continue to offer, refine, and expand its ensemble and individual educational programs for participants. Music for All will 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.

## EDUCATIONAL PROGRAMMING STRATEGIES

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

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

**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%.

**Goal 3:** Offer and provide Music for All Affiliate Regional Music Festivals (ARMF) programming (together with Bands of America programming) that is accessible within 200 miles to more than 90% of the nation's scholastic ensembles and musicians.

**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%.

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

**Goal:** Expand traditional Music for All programming where feasible, and explore and use collaborative strategies to extend reach and influence of Music for All programs and educational and advocacy resources.

**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 Music for All programming and create and extend collaborative programming and strategic partnerships where feasible.

**Strategy 4:** Expand Music for All programming into Choral performance.

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

**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.

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

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

**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).

## **EDUCATIONAL PROGRAMMING ASSESSMENT (PERFORMANCE METRICS)**

**By the end of FY22, MFA will:**

- A. Have Bands of America 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 Music for All 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 Music for All programming into choral performance.
- E. Have maintained Music for All's standard setting position regarding its programming.

## **FALL PROGRAMMING**

**By the end of FY22, Music for All, 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.

## **SPRING PROGRAMMING**

**By the end of FY22**, Music for All, 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).

## **SUMMER PROGRAMMING**

**By the end of FY22**, Music for All, 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 1800+ 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.

## **AWARENESS AND ADVOCACY**

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

Music for All’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 the 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.

## **AWARENESS AND ADVOCACY STRATEGIES**

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

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

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

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

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

**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 Music for All programs.

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

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

**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.

**Goal 5:** Seek additional collaborations with other organizations that support our core values, with an emphasis on diversity.

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

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

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

**Goal 3:** 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).

**Goal 4:** Provide intentional programming and messaging in Music for All programs and events supportive of organizational commitments to access (including United Sound, CITSA, Be Part of the Music, and access/diversity initiatives).

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

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

**Goal 2:** 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.

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

**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.

**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.

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

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

**Goal 5:** Advance collaborations with CITSA.

**Goal 6:** Advance collaborations with McAllen, TX.

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

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

#### **ADVOCACY AND AWARENESS ASSESSMENT (PERFORMANCE METRICS)**

**By the end of FY22,** Music for All 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 launched a web-based clearinghouse for music and arts education advocacy, with information, tools, news, and resources accessible at no cost to all.
- C. Having been an active member of the national advocacy community.
- D. Having leveraged our access and service to our national community of parents, teachers, and students to inspire awareness and promote activity and action.
- E. Having provided recognition to successful teachers, boosters, and advocates (as an awareness/advocacy tool).
- F. Having marketed and promoted our programs and events as models for the benefits and the “why” of music and arts education.
- G. Having demonstrated and modeled “advocacy in action” by continuing our own educational and advocacy engagement with Indianapolis Public Schools and beyond.

#### **IPS, URBAN AND OTHER UNDERSERVED COMMUNITIES ASSESSMENT (PERFORMANCE METRICS)**

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

- A. Continuing its engagement and presentation of the IMBT.
- B. Providing hands-on professional and student development through the Summer Symposium

- and beyond.
- C. Developing and implementing, with IPS, models that improve and elevate its spring curriculum.
  - D. Actively participating in community wide efforts to support and recognize IPS success models and export them district-wide and beyond.
  - E. Preparing a formal assessment and summary of findings/achievements of IPS programming initiatives.

## **INSTITUTIONAL GROWTH AND DEVELOPMENT**

**Strategic End:** Music for All will put and have the resources, and organizational culture and capacity necessary to deliver on its mission and strategic objectives. Music for All will build and maintain the financial wherewithal to operate its strategic plan and meet its fiscal obligations. Music for All 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.

## **INSTITUTIONAL GROWTH AND DEVELOPMENT STRATEGIES**

**Strategy 1: Establish goals/needs for Music for All fiscal transition from organization to institution.**

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

**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.

**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 Music for All's core values.

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

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

**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.

**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.

**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.

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

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

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

## **INSTITUTIONAL GROWTH AND DEVELOPMENT ASSESSMENT (PERFORMANCE METRICS)**

**By the end of FY22,** Music for All will

- A. Have in place and execute a plan for Music for All’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 Music for All’s long-term office and warehouse needs post FY23.
- E. Have in place a plan for and launch a Music for All capital campaign for endowment and other purposes.

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