



Music for All Strategic Plan FY2013-2017¹

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 achieve 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 everyone regardless of his or her unique place in the diversity spectrum. Gender, national origin, race, color,

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

creed, religion and socio-economic class diversity offer opportunities 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 (MFA), through its Bands of America and Orchestra America programs, has been a destination and set the standard for scholastic music ensemble performance and student and teacher education. MFA uses its national profile 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 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 (FY13-FY17)

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

- Educational Programming
- Awareness and Advocacy
- Organizational Sustainability

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: MFA will continue to offer, refine and expand its ensemble and individual educational programs for participants. MFA will be a national leader and destination providing access, support and enrichment to students, schools and their teachers through performance and assessment opportunities, educational instruction and experiences for students, and training and professional learning opportunities for teachers. We will focus our energy and resources on:

- A. showcasing and providing recognition to scholastic ensembles and program excellence as models and examples for others;
- B. providing and helping educators understand and use culminating performances to improve their programs and pedagogical delivery; and
- C. offering hands-on professional development for directors and staff, as well as instruction and education for students.

Educational Programming Strategies:

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

Goal 1: Offer and provide BOA Regional Championship programming that is accessible within a six (6) hour drive (300 miles or less) to more than 80% of the nation's scholastic bands.

Strategy 2: Grow overall BOA educational program components, as well as participant and general attendance.

Goal 1: Maintain BOA's earned status as the premier model and destination for marching band performance as a culminating educational experience.

Goal 2: Maximize participation by annually operating BOA scheduled Fall programming at 80% or higher enrollment capacity.

Goal 3: Grow overall BOA ticket sales and student attendance by 15%.

Goal 4: Pursue and implement educational, advocacy and marketing strategies to expand the "program" offerings and attendance at BOA Grand Nationals.

Goal 5: Initiate research to establish models of collaboration to enhance community awareness and outreach of BOA programs.

Strategy 3: Present a BOA Honor Band in the 2013 and 2017 Tournament of Roses® Parades.

Goal 1: Apply for and receive an invitation to bring a BOA Honor Band to the 2013 and 2017 Tournament of Roses® Parades.

Strategy 4: Offer and expand Music for All National Festival (MFANF) concert and other programming to increase participation and access for scholastic ensembles and musicians.

Goal 1: Continue to maintain and operate 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), and Honors programs for Concert Band (HBOA), Orchestra (HOOA) and Jazz (JBOA).

Goal 2: Achieve enrollment goals for the MFANF that grow participation by more than 40% over the plan years.

Goal 3: Maintain enrollment and highest standards for Honor ensembles and reduce unfunded participation in the Honor Ensembles by 10% annually.

Goal 4: Explore and develop models for Regional Festivals.

Goal 5: Research, establish and implement a plan for Choral programming that is either independent or a collaborative relationship with an existing program/organization.

Strategy 5: Offer and expand the Music for All Summer Symposium programming to model and provide superior, hands-on instruction, and increased student and teacher access and participation.

Goal 1: Grow Summer Symposium student camp enrollment by more than 55% and Director Track enrollment by more than 85% over the plan years.

Strategy 6: Develop, perform and implement findings of a formal needs assessment of MFA's current programs and offerings in support and enrichment of schools and their teachers.

Goal 1: Reorganize and place into operation MFA's constituent based Educational Advisory Committee.

Goal 2: Perform a formal needs assessment of current programs and their offerings in support and enrichment of schools and their teachers.

PROGRAMMING ASSESSMENT (PERFORMANCE METRICS)

Fall Programming Assessment

By the end of FY17, MFA, through its Bands of America program, will:

- A. Expand Bands of America Regional Championship schedule from 15 to 18 annual events, providing access within six hours drive to 80% of the nation.
- B. Maximize participation by operating its schedule of Regional events annually at 80% or higher of enrollment capacity.
- C. Grow overall Regional and Grand National ticketed and student attendance by 15%.
- D. Pursue and implement educational, advocacy and marketing strategies to expand the “program” offerings and attendance at Grand Nationals, intended to maintain and elevate Grand Nationals’ position as “the premier national championship for scholastic marching bands.”
- E. Participate in the 2013 and 2017 Tournament of Roses® Parades, if MFA receives invitations. Budget for and operate a 275+ member national honor band that achieves net operating objectives.

Spring Programming Assessment

By the end of FY17, MFA, through its Music for All National Festival and other concert programming, will:

- A. 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), and its Honors programs for Concert Band (HBOA), Orchestra (HOOA) and Jazz (JBOA).
- B. Grow participation and revise opportunities/programming for scholastic wind and orchestral ensembles in the MFANF.
- C. Achieve enrollment goals for the MFANF that grow participation by 40% over the plan years.
- D. Maintain enrollment and high standards for Honor ensembles and lower unfunded “scholarship” participation in the HBOA and HOOA by 10% annually, year over.
- E. Achieve ongoing and viable collaborations for Spring Programming and to maintain existing Honor Ensembles.

Summer Programming Assessment

By the end of FY17, MFA, through its Music for All Summer Symposium, will:

- A. Grow Summer Symposium Student camp by 55%.
- B. Grow Summer Symposium Director (and collegiate) camp by 85%.

- C. Embrace and adopt plans to have a budget sustaining plan/model, achieve strategic enrollment goals, and create and adopt plans capable of achieving higher goal/objective numbers.
- D. Develop and implement plans to further engage Indiana resident participation and to make the Summer Symposium their destination of choice for scholastic instrumental summer camp.
- E. Create a National/Regional program and plan for Charter Bus Program and other programs to encourage national enrollment and participation.
- F. Develop, communicate and implement “category” distinguishing content for students and teachers.

AWARENESS AND ADVOCACY

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

Awareness and Advocacy Strategies:

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

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

Goal 2: Modify MFA website by creating and populating a vibrant “landing page” for advocacy 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 and students to inspire awareness and promote activity and action.

Goal 1: Establish an Advocacy Committee of collaborative partners and those we serve, with the agenda of being a resource to those we serve.

Goal 2: Be a resource/destination/clearinghouse for participant information sharing, storytelling, examples of tools, best practices and successes.

Strategy 3: 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.

Strategy 4: 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 web and electronic communications.

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

Strategy 5: Demonstrate and model “advocacy in action” by continuing our own educational and advocacy engagement with Indianapolis Public Schools (IPS).

Goal 1: Continue engagement and presentation of the IPS 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 students annually. Increase minimum commitment by 5% annually.

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

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

ADVOCACY AND AWARENESS ASSESSMENT (PERFORMANCE METRICS)

Advocacy and Awareness Assessment

By the end of FY17, 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. Being an active part of the national advocacy community;
- C. Using access and service to our national community of parents, teachers and students to inspire awareness and promote activity and action;
- D. Providing 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.

Indianapolis Public School (IPS) and Urban Programming Assessment

By the end of FY17, MFA, will refine its IPS model and export it to other urban and rural areas served by MFA by:

- A. Having continued its engagement and presentation of the IPS Marching Band Tournament;
- B. Having provided hands-on professional and student development through the Summer Symposium;
- 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.

ORGANIZATIONAL SUSTAINABILITY:

Strategic End: MFA will put and have in place 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.

Organizational Sustainability Strategies:

Strategy 1: Create and execute a plan to meet MFA's long-term facilities needs.

Goal 1: Establish needs and implement plan for long-term facilities support for MFA and its programs.

Strategy 2: Put into place a plan of governance that assures input on an organizational and program delivery basis that is reflective of our mission and serves its constituency.

Goal 1: Establish organizational diversity that ensures/supports fulfillment of the mission.

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

Strategy 3: Provide compensation and benefits for staff and educators consistent with core values and the operating environment.

Goal 1: Maintain a competitive compensation and benefits structure.

Goal 2: Provide a positive and productive work environment for employees.

Goal 3: Appropriately staff and compensate educational team and consultants to accomplish strategic ends.

Strategy 4: Create and operate a fiscal plan that ensures elimination of the organization's negative fund balance and establishes a firm financial position for MFA.

Goal 1: Eliminate negative fund balance by end of year three (3) of the Strategic Plan.

Goal 2: Accumulate a positive fund balance and cash balance equal to or greater than the organization's maximum fiscal exposure for deferred income obligations.

Goal 3: Lay groundwork and create plan for development and execution of a capital campaign.

ORGANIZATIONAL SUSTAINABILITY ASSESSMENT (PERFORMANCE METRICS)

By the end of FY17, MFA will:

- A. Create a plan and account for its long-term office and warehouse needs.
- B. Have in place a plan of governance that assures input on an organizational and program delivery basis that is reflective of its mission and vision and that serves its constituency.
- C. Have compensation and benefits in place for its staff and educational consultants consistent with core values and the operating environment.
- D. Operate a fiscal plan that eliminates the negative fund balance by the end of year three of the Strategic Plan and establishes a fund balance greater than its maximum liability for deferred income obligations.
- E. Have in place a structure and plan for an MFA capital campaign for endowment and other purposes.

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Bands of America and Orchestra America are programs of Music for All.

