



2024-2028

# Strategic Plan

March 31, 2023

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## **Executive Summary**

During 2022, Music for All retained Creative Capacity, LLC to facilitate a strategic planning process. The organization sought to define its strategic direction in light of changes in the field brought about by the pandemic and other external factors.

Creative Capacity conducted research to inform the planning process, including interviews with key staff and board officers and a survey of all staff members. Listening sessions for board members invited their perspectives into the process. Consultants researched key ideas that surfaced during planning discussions to inform decision-making, including a survey of music educators nationwide. Staff held two full-day planning retreats to discuss future opportunities.

Ultimately, Music for All determined that its best strategy would be to expand on its current strengths rather than launching entirely new products or services. This plan positions Music for All to:

- Become a more prominent provider of professional development for music educators.
- Support the recruitment and retention of music educators, to ensure that there are enough teachers to make music education accessible across the country.
- Increase and diversify participation in its core programs, in part by offering programs in non-competitive environments.
- Expand its reach into new geographic and music markets.
- Diversify its revenue model to reduce reliance on event income.

This is an *adaptive strategic plan*, designed to help Music for All adapt to changing conditions over the next five years. The plan's vision and objectives will guide the organization's decision making. Broad strategies are included to illustrate the kind of work that is likely to take place; each strategy is followed by examples of potential projects that could fulfill Music for All's objectives. These projects may or may not prove to be the best way to carry out the plan over time; annual planning will determine the best options for pursuing the organization's strategic objectives.

## **Our Mission**

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

## **Our Vision**

**Music for All makes music education as powerful as it can be for students across the country.**

Young people need leadership development, social skills, teamwork, self-confidence, and community. Participating in active music making provides all of those things and more. Music for All works with students, teachers, schools, and communities to amplify what young people learn through music education and advance the role that music plays in building healthy and vibrant school communities.

## **What We Believe**

We believe that music and arts education is core to students' education and must be available to all students. Music for All is an advocate for music and arts education. Our educational programs support the efforts of music teachers on the high school and middle school levels, as well as provide positively life-changing experiences for students.

We 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.

## Our 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.

**Lifelong Learning** – Music for All is committed to lifelong learning and nurtures the pursuit of music-making by creating and providing quality opportunities and experiences for everyone.

## Summary of Our Strategic Initiatives

<b>Strategic Initiative #1 Support music educators</b>	<b>Strategic Initiative #2 Increase access</b>
Amplify the ways that students benefit from music education through supporting music educators.	Make Music for All's programming more accessible to more participants.
<b>Strategic Initiative #3 Support music education</b>	<b>Strategic Initiative #4 Strengthen long-term capacity</b>
Build on Music for All's core strengths to develop new strategies to support music education.	Strengthen Music for All's long-term capacity to fulfill its mission.

## **Strategic Initiative #1: Amplify the ways that students benefit from music education through supporting music educators.**

### Objectives:

- Promote the accessibility of music education to students around the country by:
    - Recruiting new music educators to the field.
    - Retaining music educators in the profession, especially early career teachers who most need support.
  - Increase participation in our professional learning programs for music educators.
  - Support music educators in overcoming common challenges to building successful, sustainable music programs.
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Strategy #1: Capitalize on our existing programs to recruit new music educators to the field.

Strategy #2: Serve as a point of connection, camaraderie, and continued learning for early career music educators.

Strategy #3: Expand professional development opportunities for music educators.

Strategy #4: Strengthen Music For All's brand as a professional development provider for educators.

Strategy #5: Expand partnerships with state music organizations.

Strategy #6: Collaborate with university music education programs.

## **Strategic Initiative #2: Make Music for All's programming more accessible to more participants.**

### Objectives:

- Increase and diversify participation in Music for All programming.
- Increase participation in programs directly aimed at individual students.
- Introduce Music for All to music educators who have not yet participated in our programming every year.
- Increase participation in our virtual programs.

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Strategy #1: Address barriers that prevent schools from participating in Music for All programming, especially Bands of America.

Strategy #2: Expand events into new geographic areas, typically using partnerships and licensing (similar to Regional Festivals).

Strategy #3: Offer one-day symposium events at other locations around the country.

Strategy #4: Increase participation in student leadership development programs.

Strategy #5: Enable a wider array of schools to benefit from participating in the National Festival.



### **Strategic Initiative #3: Build on Music for All's core strengths to develop new strategies to support music education.**

#### Objectives:

- By the end FY28, expand successfully into three new service areas that increase Music for All's impact and diversify our revenue mix.

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Strategy #1: Consult with school districts as they strengthen their music education programs.

Strategy #2: Provide positively life-changing experiences to students that are not linked to a competitive environment.

Strategy #3: Develop programming that connects to other aspects of music education programs (other types of individual or ensemble performance opportunities, other musical genres and traditions, etc.).

Strategy #4: Expand Music for All's presence in at least one new region of the country.

Strategy #5: Invest in the expansion of music educator professional development and support services.

## **Strategic Initiative #4: Strengthen Music for All's long-term capacity to fulfill its mission.**

### Objectives:

- Pilot new sources of earned revenue not tied to live events, and invest further in the pilots that show the most long-term promise.
  - Reduce reliance on earned income from events to cover organizational operating costs.
  - Secure donations and contributions that remove economic barriers to participation for more schools and students.
  - Avoid significant price increases for events through increasing sponsorships and donations.
  - Strengthen Music for All's visibility in the music education field, especially among schools that do not already participate in Bands of America or the National Festival.
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Strategy #1: Increase large-scale, fee-based professional development offerings for music educators.

Strategy #2: Pilot and test new fee-based professional development offerings that can be sold directly to music educators.

Strategy #3: Consult with school districts as they strengthen their music education programs.

Strategy #4: Increase contributed revenue.

Strategy #5: Evolve Music for All's brand to reflect its expansion.