

A photograph of two young Black children, a girl and a boy, smiling and looking towards the camera. The girl is on the left, holding a green balloon and a purple balloon. The boy is on the right, holding a small grey card. They are both wearing blue shirts. The background is slightly blurred, showing other people in a social setting.

# INSPIRE 50

2024 STRATEGIC PLAN

*Levine* music

# OUR NEXT THREE YEARS

In three years, Levine Music will reach our half-century mark – 50 years of outstanding music education and performances across the National Capital Region. Our voyage toward this historic year calls upon us to reflect on our past, assess our present, and plan for our future. By elevating critical questions, outlining priorities, and creating a roadmap for success, the Strategic Plan described here will do more than lead to a significant anniversary: it will launch another 50 years of inspiring community members across our region to learn, play, and love music.

This plan represents the voices of many. Levine's Strategic Planning Committee, comprised of members of our Board of Trustees and our entire executive leadership team, gathered constructive observations from diverse groups of Levine stakeholders to aid in crafting this comprehensive plan. Through surveys, retreats, focus groups, and interviews, we heard from community members representing all aspects of our work and the many communities we serve. We heard where we excel, and we learned where we can grow. We have embraced our community's priority on diversity, equity, inclusion, and anti-racism; passion for world-class learning experiences for students and families; and desire to become a destination employer for faculty and staff. Thank you to all those who contributed invaluable to this plan and for helping to light our path forward.

At the heart of this plan are goals that strengthen our programming while also bolstering our business and financial models – both are crucial as we prioritize Levine's organizational health over the next three years and the next half-century. Whether it is enhancing our student pipeline or extending contributed support, one thing is clear: we cannot reach these goals alone. Hand in hand with our faculty, staff, families, and supporters, we are excited to travel down the road this plan sets forth and to see what we will learn and the music we will make along the way.

Sincerely,



Jeffery Tribble, Jr.  
President and CEO  
Levine Music







# LEVINE'S CORE PILLARS

- Education
- Performance
- Community

## MISSION

Our mission is to inspire everyone in the National Capital Region to love music, offering opportunities to discover how music can provide purpose, elevate, and heal.

## VISION

To provide everyone with opportunities for musical discovery.

## VALUES

Levine's Core Values — excellence and opportunity — infuse everything we do. Our distinguished faculty provides individualized instruction and music therapy for students of all ages, abilities, and interests, building a foundation for lifelong musical expression. We strive to make our programs available to everyone. Hundreds receive substantial scholarship assistance; thousands more receive free music experiences through community partnership initiatives and performances.

# DIVERSITY, EQUITY, INCLUSION, AND ANTI-RACISM COMMITMENT

Since our founding, Levine has remained committed to cultivating an inclusive and supportive community that provides opportunities for learning, performing, and teaching music for all who seek them. This commitment requires ongoing focus while building on lessons learned. For Levine to continue to thrive in our next three years and next half-century, we firmly believe that principles of diversity, equity, inclusion, and anti-racism must exist at the core of all our goals and objectives. From providing greater access to music education programs to better supporting the experiences of our employees, this Strategic Plan sets forth initiatives that will ensure our continued and expanded commitment to our journey toward a more diverse, equitable, inclusive, and anti-racist musical community.

We acknowledge this work is ongoing and evolving, and we look forward to working with executive leadership, our community, and Levine's Diversity, Equity, Inclusion, and Anti-Racism Working Group, a group comprised of faculty, staff, and trustees with rotating membership, to implement and monitor these initiatives and principles. As neighbors, colleagues, and fellow music lovers, we must always stand together in this commitment, advancing our institutional values and allowing us to all learn and make music together.



# STRATEGIC PLAN SUMMARY

01

## PROGRAMS

Unparalleled programs for all ages and skill levels that build musical excellence and appreciation for a lifetime

- Review and Assess Program Offerings
- Expand the Capacity of the Suzuki Program
- Strengthen and Expand Early Childhood Music Programs
- Build New Programs That Speak to the Learning Objectives of Adults

02

## COMMUNITY

A community that welcomes all to deepen their relationship with music and with one another

- Increase Student Financial Assistance
- Enhance Community Partnerships
- Build Programs That Support Cross-Campus Collaboration
- Strengthen Enrollment and Community by Campus

03

## DESTINATION EMPLOYER

An employer that attracts world-class faculty and staff to empower students on their musical journeys

- Foster a Healthy Workplace Culture
- Support Employee Growth and Development

04

## TECHNOLOGY

Accessible and streamlined processes and digital solutions that simplify and enhance the experience of all members of the Levine community

- Assess and Improve Levine's Technology Experience
- Improve Access to Learning Materials
- Develop and Launch a New Website That Prioritizes User Experience

05

## FINANCIAL STRENGTH

Financial stability that allows Levine to continue making a powerful impact through music

- Grow Enrollment and Strengthen the Student Pipeline
- Increase Overall Contributed Revenue
- Diversify Contributed Revenue Sources
- Improve the Ability to Forecast Demand and Predict Tuition Revenue

# 01 PROGRAMS

Unparalleled programs for all ages and skill levels that build musical excellence and appreciation for a lifetime

**P**rograms of exceptional quality for all ages and skill levels are at the core of what we do at Levine. We aim to strengthen and expand our core by improving our program review process while we enhance our offerings for both younger and older learners.



## **REVIEW AND ASSESS PROGRAM OFFERINGS**

Understanding each of Levine's programs is crucial to determining where to make investments and how to optimize programs so that we might strengthen our bottom line while always achieving our mission. To that end, we will implement a robust program review process that assesses the quality and viability of each program offering.

## **EXPAND THE CAPACITY OF THE SUZUKI PROGRAM**

After First Music, Suzuki programs serve the second youngest group of learners at Levine and are based on the concept of learning music the same way we learn a language, underscoring every child's potential for musical development. With consistently healthy waitlists, Suzuki's popularity makes it one of Levine's most promising areas for growth. Since the Suzuki method is so distinct from other instructional methods, building capacity will require targeted investments.





## **STRENGTHEN AND EXPAND EARLY CHILDHOOD MUSIC PROGRAMS**

Quality early childhood music programs cultivate children's musical abilities and their development in the areas of language, spatial intelligence, mathematics, memory, self-regulation, and interpersonal relationships. By strengthening our First Music department, we set children on a course to begin a lifelong journey of musical inspiration at Levine.



## **BUILD NEW PROGRAMS THAT SPEAK TO THE LEARNING OBJECTIVES OF ADULTS**

Whether adult students are looking to pick up an instrument they studied in their youth, learn something new, or engage in creative aging offerings, our adult programs invite community building and opportunities for creative expression, enhance campus utilization during off-peak hours, and build inclusive catalog offerings for learners of all ages and diverse learning objectives as part of our ongoing commitment to DEIA.



# 02 COMMUNITY.

A community that welcomes all to deepen their relationship with music and with one another

Our stakeholder analysis shows that “community” has many meanings at Levine: our entire Levine community, the local communities at our neighborhood campuses, and the diverse network of communities, both demographic and geographic, that comprise the National Capital Region. We will lean into all these definitions, strengthening the community at Levine and reinforcing our commitment to DEIA principles by improving access on and off our campuses while deepening connections and collaborations within and between our local communities.



## INCREASE STUDENT FINANCIAL ASSISTANCE

Since our founding, Levine has sought to provide access to music education regardless of age, ability, or means. By building on our existing financial assistance programs, we will strengthen our ability to help all students deepen their relationship with music. Expanding access to music education through our Tuition Assistance program is crucial as we work toward more diverse, equitable, inclusive, and anti-racist musical communities.

## ENHANCE COMMUNITY PARTNERSHIPS

We seek to build upon our existing partnerships, enhance them, and find new partners to work with to deliver high-quality music experiences across our region. Robust community partnerships will help to make Levine more accessible to a broad range of people beyond our campuses.



## **BUILD PROGRAMS THAT SUPPORT CROSS-CAMPUS COLLABORATION**

As Levine has expanded to other locations across the greater Washington area, we have the opportunity to bring many communities together for combined musical experiences. This objective seeks to expand our ability to collaborate more effectively and efficiently, supporting community building across the entire region and strengthening the larger sense of what it means to be part of the Levine family.



## **STRENGTHEN ENROLLMENT AND COMMUNITY BY CAMPUS**

Our family of distinct campus locations challenges us to think strategically about marketing and community engagement initiatives that are most effective for each of our markets. By developing campus-specific strategies and connecting more deeply with our local communities, particularly around Silver Spring, Southeast DC, and our new Northern Virginia campus, we will expand access to music and help grow our pool of supporters.

# 03 DESTINATION EMPLOYER

An employer that attracts world-class faculty and staff to empower students on their musical journey

Our stakeholder analysis indicates that to attract and retain the highest-caliber faculty and staff, we must foster a healthy and inclusive workplace culture, provide opportunities for faculty and staff growth, and provide equitable and competitive salaries and benefits. This human-centered commitment is vital to our success as an institution whose values emphasize DEIA principles and caring for our own as much as we do others. We also recognize the teacher-student connection lies at the heart of the Levine experience. Levine's landmark Faculty Compensation investment allows us to better support our faculty-artists with benefits and opportunities that reflect their expertise and importance as members of the Levine community.

## FOSTER A HEALTHY WORKPLACE CULTURE

A healthy workplace culture leads to improved student experiences. In addition, we must prioritize the employee experience so that our faculty and staff are healthy, happy, and whole. By learning from our peers, working with our team members to develop an employee wellness program, and centering our commitment to DEIA, we will create and sustain a healthy workplace culture that promotes psychological safety and employee well-being. As we emphasize building community with students and audiences across our region, we will emphasize building community among our employees and fostering a true sense of belonging among our faculty and staff.







## **SUPPORT EMPLOYEE GROWTH AND DEVELOPMENT**

As we work together to provide unparalleled learning experiences for our students, we must also prioritize providing opportunities for our faculty and staff to learn and grow in their careers. From continuing education to employee resource groups, we will explore best-practice experiences that attract and retain employees, strengthening our workforce and the people therein.



# 04 TECHNOLOGY

Accessible and streamlined processes and digital solutions that simplify and enhance the experience of all members of the Levine community

Technology is rapidly evolving and presents opportunities for us to enhance faculty and student access to instructional materials. Additionally, digital solutions can enhance administrative efficiency, deliver exceptional student experiences, grow enrollment, and improve our financial sustainability.



## **ASSESS AND IMPROVE LEVINE'S TECHNOLOGY EXPERIENCE**

A significant amount of internal and external stakeholder input focused on improving Levine's core enrollment processes and the technologies that support them. From the initial student application to studio placement and lesson scheduling, we will reexamine and improve students' ongoing digital relationship with our school.

## **IMPROVE ACCESS TO LEARNING MATERIALS**

With the upcoming accreditation cycle, it is essential to ensure Levine can demonstrate access to learning materials, including self-study materials and a library. This effort may include creating or subscribing to a digital catalog that is easily searchable, as well as a system that enables cross-campus lending.





## **DEVELOP AND LAUNCH A NEW WEBSITE THAT PRIORITIZES USER EXPERIENCE**



Our website serves as the first impression of our organization to prospective students and supporters and the primary place where current students and community members find information about upcoming events, program details, and more. As we approach our 50th anniversary, we will develop and launch a new website that prioritizes user experience and unveils a new, unifying visual identity, underscoring our core values of Excellence and Opportunity and reflecting our ongoing commitment to DEIA principles and musical communities.



# 05 FINANCIAL STRENGTH

Financial stability that allows Levine to continue making a powerful impact through music

Our financial strength is critical to our overall success. It requires an updated review of our model and resources and a re-envisioned goal structure that prepares us for another 50 years of success. To continue to thrive well into the future, we must center our fiscal health and update our outlook on remaining a sustainable institution.



## **GROW ENROLLMENT AND STRENGTHEN THE STUDENT PIPELINE**

We will strengthen our ability to attract and retain students by enhancing program areas that feed into our core offerings. Additionally, we will invest in our faculty, earning their commitment to teaching more hours and students at Levine.

## **INCREASE OVERALL CONTRIBUTED REVENUE**

Our current earned-to-contributed income ratio no longer meets the needs of our students, families, and organization. Therefore, we will grow contributed revenue through a fundraising campaign and development investments aligned with and around Levine's 50th anniversary in 2026.



## **DIVERSIFY CONTRIBUTED REVENUE SOURCES**

Levine is fortunate to have a dedicated set of ongoing donors, including individuals, foundations, and government sources. We will build on this success by pursuing meaningful corporate partnerships and relationships with Northern Virginia communities.



## **IMPROVE THE ABILITY TO FORECAST DEMAND AND PREDICT TUITION REVENUE**

Building robust budgets requires us to reliably predict the feasibility of revenue growth, not just overall but by individual programmatic areas and campuses. By examining and enhancing our existing processes and the technology that supports them, we will improve our ability to forecast enrollment.



**STRATEGIC  
PLANNING  
COMMITTEE**

<b>Praveen Jeyarajah</b> <i>Chair</i>	<b>Louis Cohen</b>	<b>Andrew Howard</b>
<b>Jeffery Tribble, Jr.</b> <i>President &amp; CEO</i>	<b>Bobby Conselatore</b>	<b>Gail Laster</b>
<b>Alisa Ben-Ami</b>	<b>Anne Borden Evans</b>	<b>Rafael Manalac</b>
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