



Strategic Plan

2024-2028

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I. EXECUTIVE SUMMARY

ORGANIZATIONAL DESCRIPTION

Great Lakes Performing Artist Associates (GLPAA) is a non-profit booking agency founded in 1978. We represent artists at a lower cost than for-profit agencies and only take 10% of their performance fees (standard is 15-20%). GLPAA focuses on helping emerging artists by finding multiple opportunities for them to perform, teaching them how to present themselves to audiences, and assisting them in maintaining an active, up-to-date social media presence. Our goal is to help these musicians become established enough to pursue a career with a professional, for-profit booking agent, or on their own. Generally, we expect musicians to remain on our roster until they are able to move on to a standard agent or wish to manage their own careers. We hope to be able to add new artists

GLPAA has a unique Caravan program which consists of sending musicians on our roster to perform for audiences who lack opportunities to experience live music performances. These Caravans primarily serve students in pre-K-12th grade. Additionally they serve older adults living in senior communities. A school presentation could take on several forms: a performance for a school assembly, a performance for a choir, band, or orchestra, a side-by-side performance with students, a coaching session, or sectional rehearsal. These Caravans are a special and important part of our organization as they match young, talented musicians with (perhaps) future musicians and future audience members.

OUR MISSION

Our mission is to develop artists so they have the skills needed to perform professionally in the Great Lakes Area. We create performance opportunities and provide professional support and development for artists just starting their careers. We utilize our Caravan programs to give them the practice they need to showcase their talent and advance their careers.

OUR VISION

We want to enrich communities, and especially the lives of young people, by exposing them to the joy of live music. At the same time we hope to build a group of music lovers who will become the audiences of the future. We hope to expand our staff of paid employees (currently we have only one) so that we can serve more artists, and therefore provide more performances for diverse audiences, increasing their interest in music. We will work toward creating a culture that encourages an interest in, and a recognition of the value and importance of music in everyone's life.

OUR VALUES

Music is a valuable part of everyday life. It is an historic record of the people, events and values in our civilization. We believe that economic class should not determine whether or not one is able to experience live musical performances.

BUSINESS DESCRIPTION

Great Lakes Performing Artist Associates (GLPAA) is a nonprofit arts management organization founded in 1978 which occupies a unique position in a cultural environment that is rich with opportunities, but also highly competitive and filled with many challenges.

GLPAA is composed of a salaried Executive Director and a volunteer board of teachers, musicians and community members dedicated to supporting performers and developing audiences in the Great Lakes Region. It was established to offer emerging musicians the technical skills necessary to build their careers including professional assistance in developing performance skills, the ability to build audience rapport and the know-how needed to create promotional and marketing materials.

At the same time, GLPAA supports cultural and artistic development in the Great Lakes region by acting as a booking agent for the artists on its roster. The organization offers high caliber artists at affordable fees to a group of diverse regional performing arts presenters such as small, intermediate sized performing halls, museums, colleges, churches, synagogues, schools, senior living facilities and community centers. GLPAA currently represents 15 artists/ensembles.

CORE TEAM MEMBERS

STAFF

Our Executive Director: Amanda Stanger-Read

Duties and Responsibilities: The Executive Director is the key management leader of GLPAA responsible for generating leads and procuring bookings for the artists as well as overseeing the administration, programs and strategic plan of the organization. Other key duties include fundraising, marketing, community outreach and grant-writing. The position is part-time and reports directly to the Board. Amanda earned a BA in English and Dance at Columbia University and an MFA in Dance at the University of Michigan School of Music, Theater and Dance. From 1995-1998 Amanda worked at GLPAA as an Administrative Assistant and then joined GLPAA in March of 2022 as Executive Director.

ARTISTS:

We represent 15 artists in all genres of music: classical, folk, jazz, world and pop/rock. They are carefully chosen through a rigorous audition process during which we look not only for talent but also communication skills and a commitment to education.

BOARD OF DIRECTORS

Our Board is a working group that meets monthly to discuss organizational issues, plan fundraising events and to monitor the work of the Executive Director regarding bookings and managerial support of the artists. Board members agree to hold their office for 3-year terms (renewable). They are expected to represent GLPAA at local events, serve on at least one committee, contribute to the organization according to their means, and solicit donations from community members.

Board Members:**Kay Otto, Board President**

Duties and Responsibilities: *The President is the chief executive officer of the Corporation, and presides at all meetings of the Board.*

Kay is a longtime resident of Ann Arbor, recently retired after 37 years as a Speech Pathologist at St. Joseph Mercy Hospital. She and her husband, Mike, raised 4 children who have always had music in their lives, including many a band rehearsal in the basement. She has developed a strong appreciation for the importance of supporting live music and the need for assisting emerging artists.

John Floyd, Board Treasurer

Duties: *The Treasurer is the chief fiscal officer of the Corporation. The treasurer keeps the accounts of the organization and submits a financial report at every Board meeting.* John has spent his 30-plus career as a financial professional, in government, not-for-profits, and private-sector organizations. BA Oberlin College, Master of Public Policy University of Michigan, and MS in Accounting from DePaul University.

Vacant, Board Secretary

Duties: *The Secretary keeps and distributes the Board meeting minutes.*

Linda Grekin, Caravan Committee Chair

Linda has been involved in education and the arts all of her adult life. She has taught English, creative writing, poetry, theater and creative dramatics to children in grades K-12 and senior citizens. She has a special interest in integrating the arts with core curricula in schools. BA in Journalism and MA in Educational Curriculum University of Michigan.

Ed Goldman, Governance Committee Chair

Duties of Governance Chair: *Maintains and distributes by-laws, coordinates solicitation and onboarding of new Board members.* Ed Goldman is a graduate of the University of Michigan and its law school. He has taught at the UM law school, at Women's Studies in the undergrad school and in the medical school. He was head of the University of Michigan health system legal office for 31 years. Currently he is on faculty at Michigan Medicine as a lawyer/ethicist in the Department of ObGyn where he works on issues of reproductive justice. His interest in music stems from his playing the classical guitar.

Vacant, Audition Committee Chair

Duties: *Approve the final list of auditionees, appoint audition evaluators, consult with the Executive Director on audition results.*

Deborah Katz, Fundraising and Marketing Chair

Duties: *Coordinates fundraising event timelines and details, solicits event sponsors, and organizes volunteers.* Deborah is a retired music educator with over 40 of experience in public schools in Southern Michigan.

Advisory Board

Duties: *Consult as needed with the Board and the Executive Director on industry development, organizational practices and fundraising principles.*

Ara Topouzian

Ara serves as Executive Director of the Michigan Venture Capital Association. Ara is also an Armenian musician who plays the kanun, a Middle Eastern laptop harp with over 76 strings.

LaTonya Woods

LaTonya is a former instructor in the Ann Arbor Public Schools and served on the faculty of the Sphinx Organization's Preparatory Program and MSU Community Music School in Detroit, where she now resides.

II. GLPAA'S FUTURE

GOAL 1: To be financially stable in order to maintain and increase our presence in the communities we serve.

Strategies:

- *Increase funding. Raise \$20,000 per year from non-board donations and fundraising events. Raise \$25,000 per year from grants
- *Expand our donor list: 20% growth per year in names of potential donors; 30% actual growth of new donors over 3 years.
- *support from recognizable community members in institutional music positions

GOAL 2: To expand and develop our Caravan program in the schools and provide musical experiences for seniors in retirement housing.

Strategies:

- *Train our artists to develop programs for students and teach them how to interact in a school setting
- *Create curriculum guides for performers and teachers, if needed
- *Aim for at least 10 school Caravans per year
- *Develop a special performance program for seniors.
- *Market our program to schools in Washtenaw county (especially Title One schools) and area senior facilities.

GOAL3: To expand our Board so that we become more visible to all members of our community, incorporate diverse perspectives and create partnerships and networks that will provide more performance opportunities for our artists.

Strategies:

- *Seek members from university or conservatory faculties
- *Seek members who have expertise in marketing, accounting, and development
- *Find members from underserved communities who are interested in what we offer to their communities
- *Recruit members from local performance venues.

GOAL 4: To support our artists by finding venues for them to perform, staying in touch with their needs for development and involving them in promoting our mission.

Strategies:

- *Assist artists with the development of their brand through social media, website development, marketing, recording opportunities, and audience involvement.
- *Utilize the Caravan Program to provide performance venues and visibility.
- *Collaborate with other organizations/venues to increase opportunities for our roster artists' performances (KCH, Stone Chalet, Encore Theater, etc.)
- *Survey artists yearly to elicit their feedback about their experiences with representation and to get their suggestions for improvements

GOAL 5: To keep our roster fresh with new artists who need our services to develop their skills and find them performance venues.

Strategies:

- *Set up yearly auditions
- *Maintain 16 artist/groups on roster
- *Connect with U of M School of Music and EMU School of Music and Washtenaw Community College, along with other schools in the area (at least) in March each year to recruit new artists.

GOAL 6: Sharpen our geographical focus and increase our visibility in the local community.

Strategies:

- *focus on artists and venues in MI and OH
- *Increase visibility: Board members host at least one neighborhood concert per year (10-12 concerts in all)
- *Increase our marketing efforts to include schools, colleges and local venues.
- *Have artists act as ambassadors within their communities in order to support the mission of GLPAA

III. FINANCIAL SUMMARY

Concert Bookings, Caravans and Top-Line Growth

For the nearly five years from 2020-21 to date, our top-line concert bookings have moved up from \$49,900 to \$84,175 (higher in 2021-22 at \$96,664), and to date in December 2024 our FY 20124-25 bookings stand at \$49,850 which we project to reach \$85,400 by the end of the fiscal year. We provided 8 Caravans in FY 23-24 up from only 3 per year in the previous 2 years. Our total revenue increased 15% from FY 22-23 to FY 23-24. We believe this growth shows a resurgence in the interest in attending live performances since the pandemic and an increased confidence on the part of venues in regards to their ability to fill seats.

Historical Revenue Comparison 2020-2024

	FY 23-24	22-23	21-22	20-21
Revenue from Bookings	84175	68991	96664	49900
Total # of Bookings	84	84	77	47
Average fee per booking	1002	822	1255	1061
# of Caravans	8	3	3	1
Total donations	29811	34901	28573	43676
Total Income	140166	121783	155834	121986
Total Expenses	60859	52700	55084	66892
Net	276	8458	-3252	21107
Cash on hand	18001	8102	3489	7067

[23-24 Year End Balance Sheet](#)

IV. SUMMATION AND COMMUNICATION

This strategic plan was created between January 2023 and June 2024 by Board members, volunteers and the Executive Director. Continuous monitoring, evaluating, change and update will be utilized to meet the needs of the artists and audiences served in the Great Lakes Region. The plan presents a picture of the organization at present and a vision for its future. It details specific goals and objectives that support its mission to help artists define and develop their careers, find performance venues in the Great Lakes Region, and present culturally rich programs to diverse audiences. The financial plan is to acquire enough resources from ticket sales, grants and donations to fully sustain its programs, including those that bring professional musicians into schools and community organizations to perform for and interact with students.

Now that the strategic plan is completed, GLPAA may share it with musical associations, funders, potential collaborators and local media, to raise the public profile and make communities more aware of the mission. The strategic plan will be used to showcase activities, aspirations and successes. Board members, volunteers and the Executive Director will focus on implementing the goals and strategies delineated in the plan and, as times and circumstances change, modify them as needed. This strategic plan will bring Great Lakes Performing Artist Associates together as an efficient and effective organization financially stable and uniquely innovative.