

Copper Country Suzuki Association

Strategic Plan

2022-2023

Executive Summary:

The Copper Country Suzuki Association (CCSA) celebrated 50 years of advancing our mission to enrich our community by providing high-quality, affordable musical instruction for musicians of all ages in the Copper Country this year. In order to provide high-quality lessons and classes, the [CCSA faculty](#) all have graduate degrees in music performance and/or music education, in addition to Suzuki training or Music Together® training and experience teaching. All faculty members participate in ongoing professional development sanctioned by [The Suzuki Association of the Americas](#) or Music Together®. The CCSA faculty nurtures our students' instrumental skill development such as bow technique, intonation, identifying notes, sound production, rhythm, dynamics, stage presence and musicianship. In addition to Suzuki books, additional etude and technique books, CCSA faculty keep students engaged by using popular culture and technology such as [Amit Peled's Cello Emoji chart](#). Teachers provide students and parents with [notes on what](#) and [how to practice](#), encourage listening to both [Suzuki](#) or [Music Together](#) recordings, provide suggestions for additional listening curated by skill/concept the student is working on, create ensembles, and suggest local concerts for families to attend.

During the 2021-22 school year, the Copper Country Suzuki Association provided the following services and performances:

- 1472 private lessons (violin, cello, piano, voice and guitar) an increase of 28% over the 1152 private lessons taught in 2020-21.
- 176 private summer lessons a 132% increase over 75 lessons taught in 2020-21
- 67 small group/ensemble rehearsals which includes violin class, beginning piano group class and Jammin HAMZ band. These groups are made of students who take private lessons and are offered as part of tuition. Because of COVID zero small group lessons were taught in 2020-21.
- 55 large ensemble rehearsals which include Keweenaw Youth Symphony Orchestra and Keweenaw Youth Symphony Reading Orchestra were held this which is a 290% increase over the 14 rehearsals which were held in 2020-21 school year. Due to COVID, advanced students participated in large group rehearsals on-line during the 2020-21 school year.
- 39 beginning low cost introduction to violin and cello classes were held this school year. We did not have these classes during the 2020-21 school year.
- 1 week of Orchestra camp with 2 community performances this year. We did not have a camp the previous year.

- 16 recitals and ensemble performances which is a 68% increase over 2020-21 (when all performances were digital. This year all performances were both in-person and had an online option..
- 11 Music Together classes. This is a new program for the 2021-22 school year.

The total number of interactions with faculty increased 53% over the 2020-21 school year. As previously mentioned, all faculty have graduate degrees in their field and additional training in Suzuki or Music Together. There are no qualifications to be a student at the CCSA. There are programs for people ages birth to adult.

Donations, sponsorships, fundraising, and grants keep costs for students down. The CCSA would like to sincerely thank the following people and organizations:

- Michigan Arts and Culture Council for Operational Support and Professional Development Grants
- An anonymous donor created a \$3,000 matching grant which has helped the CCSA raise \$5,000.
- [Seventeen sponsors](#) donated \$1,900 to sponsor our 50th Anniversary Concert
- Walmart donated \$1000 to fund beginner violin and cello group classes in Houghton and L'Anse.
- Kaleidoscope, a homeschool partnership with our local school district, provided the CCSA with an in-kind donation of space to teach, paid the cost of the beginner cello class not covered by the Walmart Grant, and has worked with the CCSA in applying for grants to reduce the cost of private lessons for next year.
- [Keweenaw Community Foundation](#) provided 3 students with \$453 each through their Stark Scholarship fund. These scholarships are used to pay CCSA tuition.
- Michigan Technological University for sharing faculty and helping us create full-time positions with benefits, for letting the CCSA use their performance space, providing performance opportunities for our students and faculty through the concerto competition and as members of the Keweenaw Symphony Orchestra.

Thank you to parents, faculty, and community members who participated in our fundraisers. The CCSA raised money through fundraising: \$224 from a Play-a-thon, a [silent auction](#) that raised \$806, and a 50/50 raffle which raised \$ 275. This year CCSA tuition covered only 57% of the total cost of the program. The remainder of operational costs are covered through grants and fundraising. Fundraising increased by 54% this year.

As the CCSA plans for the next school year and beyond, the CCSA Board and executive director have developed objectives to future our mission. The objectives are listed at the end of this document.

As executive director, I would like to personally thank our board, our parents, our community, our partners' Michigan Technological University and Kaleidoscope, and our major

fundere Michigan Arts and Culture Council and Walmart and my family for their support.. I am so proud of the students. Their hardwork evident in during their lessons, rehearsals and performances.

Board Authorization of the Strategic Plan

The Copper Country Suzuki Association's board of directors approved this strategic plan in May of 2022.

Organizational Description:

The Copper Country Suzuki Association is a non-profit (501c3) organization that provides Suzuki Violin and Cello lessons, piano and voice lessons, orchestra, summer camp, group classes, small ensembles, and Music Together to students in the Copper Country, which is located in the Upper Peninsula of Michigan.

Brief history

The Copper Country Suzuki Association (CCSA) history exemplifies the ideal of a public-private partnership. The CCSA, in partnership with Michigan Technological University, has enriched our community for over 50 years.

The CCSA began in 1971 when the Copper Country Intermediate School District received a state arts grant to purchase child-sized violins for a Suzuki program. The teachers in the program's early years donated their time and put great effort into recruiting young students. Seventeen years later, both teachers were ready to retire. Approximately thirty students were left without a violin teacher. Michigan Technological University (MTU) also needed a concertmaster to lead the string section of the Keweenaw Symphony Orchestra (KSO). The CCSA and MTU were able to use this partnership to conduct a national search for someone who could fill both roles.

The CCSA received 501(c)(3) nonprofit status in 1993, and once the organization had shown its determination and commitment, the Michigan Council for Arts and Cultural Affairs (MCACA) began to give significant financial support. Eventually, two full-time teachers were needed. A Suzuki-trained teacher was hired to increase participation at younger age levels while the concertmaster worked with the more advanced students. The CCSA faculty, in cooperation with the local schools, formed a youth orchestra, the Keweenaw Youth Symphony Orchestra, which brought together CCSA string musicians with wind, brass, and percussion musicians from several area school districts. After our 25th anniversary, the Houghton-Portage Township Schools brought a professional cellist to our area through an Artist-in-Residence grant. Early collaboration with this artist/teacher allowed the CCSA to offer high-quality, low-string instruction in addition to its established violin/viola program. In 1998 an anonymous

donor established a CCSA endowment through the Keweenaw Community Foundation. In 2005, the CCSA added piano instruction by partnering with Keweenaw Family Music and Dr. Amanda Plummer.

The budget cuts that resulted from the 2007/2008 financial crisis caused a dramatic reduction in funding. As a result, when KSO concertmaster/CCSA instructor left the area in 2007, MTU could no longer share funding for a second full-time position. Without the financial resources to hire a second full-time instructor, the CCSA responded by hiring additional part-time instructors to fill the need for music instruction.

In 2016, the CCSA hired Mr. Andrew Shaud, a Suzuki Cello teacher with extensive teaching and performance experience. In 2017, Mr. Shaud was named the new executive director, which made his position full-time when combined with the cello teacher position. In June 2019, our violin teacher moved to down-state Michigan to pursue additional education. Although our preference at the time was to hire another teacher for in-person lessons, we were unable to find anyone willing to relocate to teach violin in the Upper Peninsula. As a result, violin students switched to online lessons through the CCSA with the opportunity to participate in in-person masterclasses and lessons with visiting violinists while continuing with in-person orchestra and recitals. After receiving feedback from the violinists who were offered and did not take the violin position, the CCSA worked jointly with MTU to create a full-time CCSA/MTU position which includes benefits. Both organizations agreed to finance a portion of the salary for a job that provides the CCSA with teaching violin, group classes, KYSO, and MTU duties that include teaching violin students at MTU and serving as KSO concertmaster. Mr. Brian Wall accepted this combined full-time position in the fall of 2020. During COVID, all instruction moved online. Teachers worked with parents to create a lesson environment that worked with social distancing. Additionally, teachers have provided links to concerts/performances for artists such as Yo-Yo Ma, Joshua Roman, and Amit Peled and group style lessons offered by The Benedetti Foundation, and opportunities to participate in radio drama class provided by Hangar Theatre located in Ithaca, NY. Teachers have communicated weekly via large group email and privately with parents, sending out lesson schedules that accommodate family needs.

The CCSA reopened to in-person activities during the summer of 2021. This year has been a rebuilding year for the CCSA. To attract new students and keep costs low, the CCSA used grant money from Walmart to fund the beginning Suzuki Violin and Cello classes. The CCSA also established a partnership with Kaleidoscope, a homeschool partnership with the local Intermediate School District, to bring beginning Cello classes to their L'Anse (Baraga County) location. Baraga County has been historically identified as an underserved community by MACC. In February, the CCSA added Music Together®, a research-based, multi-cultural program for children from birth through age five and their families that use music and movement to develop innate musicality.

Description of Major Services

- **Individual Lessons**

Students receive one individual lesson per week. Lesson length depends on the level and age of the student, but generally, preschool-age students receive a 20-minute lesson, students in Book 1 receive a 30-minute lesson, students in Books 2-3 receive a 45-minute lesson, and students in Book 4 and above receive a one hour lesson. A parent or guardian needs to attend each lesson and take notes as they will be helping the student work on the material throughout the week of practice at home. Parent involvement is vital to the success of the student. As the “home teacher,” you will learn how to play the violin (or viola, cello, or piano) with your child.

- **Group Lessons**

Students are encouraged to participate in weekly or bi-monthly group lessons. The purpose of group lessons is to provide students with motivation, develop their self-confidence, teach them reading skills and music theory, and to have fun! Group lessons are often a student’s favorite music-related activity. Younger or less advanced students benefit from the modeling provided by the older students, and the older students enjoy being leaders. The informal learning situation and practice in front of an “audience” increases the self-confidence of all of the students. Group lessons are also an excellent opportunity for parents to meet each other and share experiences. There is no extra fee for group classes for students enrolled in CCSA private lessons.

- **KYSO Preparatory Orchestra**

The KYSO Preparatory Orchestra is for students who have been playing their instrument for at least one year and who are beginning to read. As the student advances, having the opportunity to rehearse and perform with students of similar age and ability enhances their learning and can be a great motivator. The focus of the KYSO Preparatory Orchestra is primarily on note reading, rhythm, and musicianship but it is also intended to be fun!

- **Keweenaw Youth Symphony (KYSO)**

Students in Books 3 and up are invited to audition for the [Keweenaw Youth Symphony Orchestra](#). This orchestra also includes students from the school band programs. Musicians will have the opportunity to play in a full symphony orchestra and study symphonic repertoire. Seating placement is determined by audition.

- **Chamber Music**

Chamber Music is open to all violin students in Book 3 and up and all viola and cello students who are in mid-Book 2 and up. Students should be proficient at reading and be able to play in several keys. Students of similar abilities will be placed in groups and rehearse weekly.

- **Parent Classes**

One of the best ways to help your child at home is to learn to play an instrument yourself. Parents will learn the correct posture, bow hold, note reading and tips for working with your children at home. Instrument rental is available at our regular rental fee. There is no extra fee for parent classes for parents with children enrolled in CCSA private lessons.

- **Music Together® at CCSA**

Music Together is an early child, research-based, multi-cultural program for children from birth through age 5 and their families that uses music and movement to develop innate musicality. Music Together teaches parents and caregivers how to incorporate music, movement, and play in daily life. Each semester features new skills and music for families to enjoy. The class tuition includes a songbook, digital downloads, and CD that has all the songs used for the class, as well as access to Music Together's resources for supporting families and musical development.

Music Together is a great first music experience for children and families. Both Music Together and Suzuki share the belief that listening and experiencing music is essential for developing musical skills. We are excited to offer this early childhood option as a stepping stone for young children on their musical journey.

Highlights of accomplishments

- The Copper Country Suzuki Association celebrated its 50th year as a non-profit Suzuki/ Music Education organization this year.
- The Copper Country Suzuki Association is recovering from the difficulty of recruiting new students and conducting group classes during the pandemic. The number of interactions with students through lessons, group classes, summer camp, Reading Orchestra, and Keweenaw Youth Symphony Orchestra is up by 53% this school year.
- The Copper Country Suzuki Association began a partnership with Kaleidoscope Home Education.
- The Copper Country Suzuki Association's fundraising, which includes grants, donations, fundraising, and sponsorships is up 54%

Mission Statement

Our mission is to enrich our community by providing high-quality, affordable musical instruction for musicians of all ages in the Keweenaw.

Vision Statement

Music opportunities for all in the Keweenaw.

Values

The CCSA values:

- High-quality music instruction
- Music as a form of self-expression
- Supporting our faculty
- Inclusiveness, diversity, and equality

Goals and Strategies

<u>Strategic Goal</u>	<u>Strategy</u>	<u>Objective</u>	<u>Responsibility</u>	<u>Timeline</u>
Keep tuition affordable	Hold fundraising events	<p>By June of 2023, sell “Fun Cards” and hold a Suzuki Marathon/Silent Auction/ 50/50 raffle.</p> <p>By June 2023 solicit sponsorships for concert programs.</p> <p>By June 2023 solicit board and CCSA direct donations.</p>	<p>Fun Cards: CCSA Board</p> <p>Auction: Andrew Shaud</p>	<p><u>August:</u> Plan Fun Cards</p> <p><u>September:</u> Print Fun Cards</p> <p><u>October:</u> Fun Cards</p> <p><u>November:</u> Seek Corporate sponsorships</p> <p><u>December:</u> Apply for a 50/50 raffle license Print 50/50 raffle tickets</p> <p><u>January:</u> Ask for Donations for Auction Sell Raffle Tickets Print and distribute Marathon Forms</p> <p><u>February:</u> Marathon, Raffle, Auction</p> <p><u>April:</u> Board donation drive Seek Concert Sponsorships</p>
	Increase money received through grant writing	By June 2023, increase grant awards by \$6,500.	Grant writing: Jen and Andrew Shaud	<p><u>June 2022:</u> Submit MACC Grant Write and Submit Walmart</p>

				Grant
	Increase corporate donations	By June 2023 increase corporate donations to 20% through sponsorships of our programs.	Andrew Shaud	<p><u>Monthly:</u> Search for Grants</p> <p><u>June:</u> New Earth Foundation Education Grants (Due July 1) Change Happens Foundation (rolling)</p> <p>Guitar Center Music Education Grant (rolling)</p> <p>Walmart Foundation Grant</p> <p><u>July:</u> Farrell Family Foundation Grant (rolling)</p> <p>Kars4Kids small grants (rolling)</p> <p><u>October:</u> MACC final reports</p> <p><u>December:</u> UPPCO Community Grant</p> <p><u>February</u> We Are All Music</p> <p><u>April:</u> Begin MACC Grant</p> <p><u>May:</u> MACC Operational Support</p>

				Grant
	Increase private donations	By June 2023 increase private contributions by 50%.	Andrew Shaud and Timothy Eisele	<p><u>June:</u> Thank You notes to donors and sponsors</p> <p><u>November/April & May:</u> Program Sponsorships</p> <p><u>April & May:</u> Donation Campaign</p>
	Provide Scholarships	<p>By June 2023 provide scholarships to those who need them.</p> <p>By June 2023 work with partner organizations (Keweenaw Community Foundation, Walmart, and Kaleidoscope) to provide scholarships for students in need.</p>	Andrew Shaud	<p><u>July:</u> Update CCSA Scholarship Application Distribute Application</p> <p><u>August:</u> Scholarship Committee meets and gives scholarships</p> <p><u>December:</u> Distribute Scholarship Applications with registration materials</p> <p><u>March:</u> Send a link about Stark Scholarships (Keweenaw Community Foundation)</p> <p><u>June:</u> Distribute Scholarship info with registration</p>
Increase enrollment to pre-pandemic levels	<p>Marketing</p> <ul style="list-style-type: none"> ● Summer Instrument Zoo ● Email to ISD 	By June 2023, increase marketing by holding community events such as Summer Instrument Zoo, visiting and playing in the library,	Andrew Shaud Brian Wall Haley Fredrickson	<p><u>June 2022:</u> Instrument petting zoo With Pine Mountain Music Festival</p>

	<p>Families</p> <ul style="list-style-type: none"> ● Targeted FB Ad ● Library Violin ● Visit Schools ● Visit Little Huskies ● Treat Street ● Halloween in Dollar Bay <p>Increase social media presence:</p> <ul style="list-style-type: none"> ● FB ● Instagram ● Youtube 	<p>schools and pre-schools, sending emails to families in the CCISD, and place a violin in the library.</p> <p>By June 2023 increase the number of social media interactions by 50% by including practice and performance tips, reminders, highlighting students, YouTube videos, and advertising opportunities to participate.</p>		<ul style="list-style-type: none"> ● Instruments of several sizes ● Brian and Andrew to supervise ● Brochures ● Flyers ● Pencils <p>Students play in lobby before Pine Mountain Music concert</p> <ul style="list-style-type: none"> ● Brochures ● Flyers ● Portable signage ● Pencils <p>Violin display in the library,</p> <ul style="list-style-type: none"> ● a poster about the program ● Flyers ● Pencils <p>July: Plan and create FB and IG posts for the year.</p> <ul style="list-style-type: none"> ● 2 tips per month ● 2 Suzuki or MT quotes per month ● 4 YouTube Videos of famous performances ● Advertise All recitals and
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				<p>concerts</p> <ul style="list-style-type: none">● Advertise Classes either, <p><u>August:</u> Contact schools (Houghton, Dollar Bay, and KScope) and preschools (BHK, Little Huskies) to schedule times to play and let kids try instruments (Back to School Nights)</p> <p>Email about programs to ISD students Targeted FB ads</p> <p><u>October:</u> Put CCSA stickers on candy</p> <p>Treat Street with students performing</p> <p>Dollar Bay - Spooky Instrument Petting Zoo</p> <p><u>November:</u> Prepare flyers for spring semester</p> <p>Apply for 50/50 raffle permit</p> <p><u>December:</u></p>
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				<p>Email ISD (including KScope), Suzuki and Music Together</p> <p>Flyers at BHK and Little Huskies about Suzuki and Music Together</p> <p>Plan Auction</p> <p><u>January</u> Advertise Auction Sell 50/50 tickets</p> <p>Feb</p>
	Beginner's Classes	By June 2023, hold 20 cello beginner classes in L'Anse and 20 beginner violin classes in Houghton.	Andrew Shaud Brian Wall	<p><u>September-December:</u> Beginning Violin and Cello Class</p> <p><u>January -May:</u> Beginning Violin and Cello Classes</p>
Support faculty	Increase compensation to be more in line with industry standards	By June 2023 increase compensation by 5 % to be closer to industry standards.	Andrew Shaud Renatta Sommerville Kristen Kytta	<p><u>June-April:</u> Apply for grant funding</p> <p><u>May:</u> Increase Pay for next school year</p>
	Funding for Staff Development	By June 2023 provide funding for staff development for all faculty.	Andrew Shaud Renatta Sommerville	<u>August:</u> MACC Professional Development Grant

	Support Performance Opportunities	By June 2023, support faculty in performing with KSYO and host faculty recitals.	Andrew Shaud Renatta Sommerville	All year: Allow faculty to reschedule lessons to work with KSO,MSO MTU Choir rehearsals and performances March: Faculty Recital
High-Quality Instruction	Suzuki and/or Music Together Staff Development	By June 2023, all faculty will participate in staff development such as Suzuki or Music Together staff development funded by the CCSA.	All faculty (Andrew Shaud Amanda Plummer, Brian Wall)	July: Andrew Shaud and Brian Wall attend Suzuki PD Amanda Plummer to attend Music Together PD. (month unknown)
	Parental Education	By June 2023, all faculty will provide parental education that will include but is not limited to practice schedules and lists, Nurtured by Love discussions and videos of lessons or videos of techniques used in lessons.	All faculty (Andrew Shaud Amanda Plummer, Brian Wall)	June: Discuss parental education opportunities with faculty
	Skill Emphasize Goals	By June of 2023, CCSA faculty will set and emphasize through discussion, examples (in person and YouTube videos), social media posts, and handouts that focus concepts such as practicing,	All faculty (Andrew Shaud Amanda Plummer, Brian Wall)	June: Create a calendar and resources (including handouts, FB posts, YouTube Videos)

		listening musicianship (dynamics, playing with feeling) , performing and combating performance anxiety and rhythmic studies,		September-May: Emphasize skills through including handouts, readings, FB posts, YouTube Videos
Expand board membership beyond immediate CCSA families	Recruit boards members from outside of the CCSA community	By our next annual meeting in May of 2023, the CCSA board will recruit a board member from beyond the CCSA community.	Maria Bergstrom	January: Discuss Goal at board meeting March-April: Board members recruit
Expand the inclusivity of the CCSA	Provide Scholarships to those in need	By June 2023, the Scholarship Committee will increase the economic diversity of students by 10%.	Andrew Shaud Maria Bergstrom	See scholarship calendar
	Collect data on learning differences. Provide appropriate accommodations such as (but not limited to): <ul style="list-style-type: none"> ● Wiggle seats ● Movement Breaks ● Multi-sensory instruction ● Bow grip tools 	By August of 2022, the CCSA will include a section on their registration form that asks (but does not require) parents to share disabilities such as physical, learning, and intellectual disabilities, hearing and vision disabilities. By June 2023, CCSA faculty will implement appropriate accommodations when appropriate.	All faculty (Andrew Shaud Amanda Plummer, Brian Wall)	June: add a section for learning differences to registration September: Faculty Meeting to discuss September to May Implement accommodations
Expand performance	Provide opportunities for	By June 2023, the CCSA will	All faculty	June:

<p>venues, opportunities and continue electronic access for the larger community</p>	<p>students and faculty to perform in venues other than the CCSA such as</p> <ul style="list-style-type: none"> ● Little Brothers Events ● In the Lobby before MTU's Keweenaw Symphony Orchestra concerts ● Music on the Menu ● Treat Street ● Nursing Homes ● Portage Library ● L'Anse or Baraga Library 	<p>organize opportunities for students and faculty to perform at community events, returning to pre-pandemic levels.</p>	<p>(Andrew Shaud Amanda Plummer, Brian Wall)</p> <p>Haley Fredrickson</p>	<p>Create a list of possible performance venues.</p> <p><u>July and August:</u> Call venues/organizations to schedule events and add to the master calendar</p> <p><u>September-June:</u> Advertise events as appropriate Attend and play concerts</p>
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Internal	<u>Strengths</u>	<u>Weaknesses</u>
	Commitment of faculty, board, community	Board diversity
	Passion for mission	Need for board member from beyond CCSA
	Openness to new opportunities: funding, programming, performance	
	Endowment at Keweenaw Community Foundation	
External	<u>Opportunities</u>	<u>Threats</u>
	Partnerships with community organizations	Reliance on external funding sources to keep music lessons and activities affordable
	Support from community sponsors	Difficulty in attracting quality teachers to remote area
	Support from funders	