

**03/14/2009 - The Great Lakes Arts Center business plan seen here has not been updated to reflect the current changes at Shaman Drum Bookshop. A new plan is under construction, please check back soon. Thank you!**

# **Great Lakes Literary Arts Center at the Shaman Drum Bookshop**

## *Development Plan*

### Contributors:

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## Great Lakes Literary Arts Center at the Shaman Drum Book Shop

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### *Executive Summary*

The Great Lakes Literary Arts Center at the Shaman Drum Bookshop, Ann Arbor, Michigan, a 501(c)(3) entity supported by grants, donations, membership fees and proceeds from the bookshop, helps develop new writers, promotes reading and literature and encourages the love of books.

The mission of the GLLAC is to develop excellence in the literary arts by nurturing creative writing, providing quality literature and fostering a literate public.

GLLAC provides readers and writers with a common location where they can share ideas, work on projects, meet like-minded others and find the best of literature and scholarly writing. In the start up phase GLLAC will meet at the Shaman Drum Bookshop. Eventually GLLAC will obtain a large open space able to be configured for a variety of activities.

GLLAC services focus on all facets of quality writing including author lecture series and readings, panel discussions on issues and themes, public writing workshops with authors, tutoring to emerging authors, services for emerging authors, reading groups, performances of new work, playwright and screen writing workshops and the important service of providing quality literature and scholarly books.

GLLAC will operate from membership fees, donations, grants and from book sales. Certain events and activities will generate revenue. In the future GLLAC plans to also generate sales from original publications, internet web services and sales of related items such tee-shirts and tote bags.

GLLAC will promote its services, events and activities principally to adults over twenty-five. Events for academics at the Shaman Drum Bookshop will continue. Secondary recipients include families with children, retired individuals, and segments of the public with common interests.

GLLAC sectors served include the wide region of the Great Lakes with special focus on the Michigan counties within an hour's drive of the Center. Our target audience is primarily college educated adults. *(continued)*

## *Executive Summary*

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GLLAC will promote the Center and its activities through radio, newspaper and periodical advertising, community and regional writing and tutoring organizations which have expressed an interest in being partners along with universities and community colleges that have expressed a like interest.

GLLAC is overseen by a board of directors. Karl Pohrt will be appointed CEO. During the start up and first phase the managers of the Shaman Drum Bookshop will manage the various aspects of GLLAC. As we enter the second phase and as cash flow permits personnel will be hired for new areas.

GLLAC's five year goals include, a million dollars in budget, a membership of 500 with many more visitors for events. By 2013 GLLAC will have a location for larger events and flexibility for a variety of activities including a subsidiary bookshop.

# Great Lakes Literary Arts Center at the Shaman Drum Book Shop

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## *Strategic Development Plan*

### **The Organization**

Located on State Street in Ann Arbor, Michigan, the Great Lakes Literary Arts Center at the Shaman Drum Bookshop (GLLAC) helps develop new writers, promotes reading and literature, and encourages the love of books. The organization includes the literary arts "Center" and the Shaman Drum Bookshop. It is non-profit supported by grants, private donations, membership fees, and proceeds from the bookshop.

### **Mission Statement**

The mission of The GLLAC is to develop excellence in the literary arts by nurturing creative writing, providing quality literature and fostering a literate public.

### **Services and Activities**

GLLAC services are focused on all facets of quality writing.

- Authors' lecture series and public readings
- Expert panel discussions on current issues and themes
- Public writing workshops with authors
- In depth tutoring to emerging writers
- Tutoring services, such as editing for new writers
- Reading groups
- Performances of new writings
- Playwright and screen writing workshops
- Providing quality literature and scholarly writing

### **Type of Entity**

GLLAC is an Internal Revenue Code Section 501(c)(3) non profit organization.

# Strategic Development Plan

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## What is a Literary Arts Center?

The GLLAC is part of a growing cultural segment that began in the 1970s across the US. Literary Arts Centers promote not only reading but interaction with authors and writers, lectures, debates, and provide a social center for people to share ideas, learning, and literary *(continued)* expression. Examples abound. In Minneapolis is Minnesota Center for Book Arts, [www.mnbookarts.org](http://www.mnbookarts.org). Buffalo, New York has Just-Buffalo, [www.justbuffalo.org](http://www.justbuffalo.org), and Portland, Oregon has the Literary Arts of Portland, [www.literary-arts.org](http://www.literary-arts.org), and Market Street Books at Arts and Letters Community Center, [www.marketstreetbooks.com](http://www.marketstreetbooks.com). The centers generally target adults but also encourage students and families to participate. They provide an opportunity to meet internationally famous authors while promoting emerging writers as well. Patrons of literary arts centers enjoy not only great writing but a better, deeper understanding of the world and particularly the region where they are located- the history, politics, ecology, arts, and much more.

## Target Audience

GLLAC will promote its services, events and activities principally to educated adults over twenty-five years of age. Additional events will be focused at a more academic audience which has been traditional with Shaman Drum Bookshop. Secondary sectors served will include families with children for children's activities, the growing sector of retired individuals, and specific segments with common interests, such as readers of spiritual or religious writings, International writers and more.

## Target Area

While GLLAC will promote to a wide region in the southeastern portion of the Great Lakes, special focus will be on Michigan counties within an hours drive to the Center. These counties include Washtenaw, Wayne, Oakland, Macomb, and Livingston. Bureau of Census in the US Department of Commerce estimates the total population of people over 18 years of age in these five counties to be 3,376,439. It is believed that the majority of the GLLAC patrons will be college educated. The government estimates that 21.8 percent of the adults in those counties have college degrees. This equates to 736,063 individuals that would be considered primary targets for GLLAC events .

Promoting events and services to college students has been done in the past and will continue. Due to the closeness of the University of Michigan Ann Arbor campus many events will be promoted to the 30,000 students and staff at the UM. In addition, promoting will expand to include Eastern Michigan University, Concordia College, Michigan State University, Wayne State University, Oakland University and community colleges throughout the region. GLLAC estimates this market to be over 100,000 students and staff.

# *Strategic Development Plan*

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## **Target Audience Opportunities**

- Increase in retired baby boomers- at this stage of their life retirees are reconnecting with cultural pursuits they may have put aside. This includes reading and writing. The Center will give these readers a place to meet and discuss books and writing with others.
- Popularity of reading groups—For four years Shaman Drum has promoted Ann Arbor Reads and recommended specific books for reading groups. The Center will begin sponsoring community reads beyond Ann Arbor, sponsor more reading groups, and provide links and visits with authors of the books in discussion.
- As the Michigan economy continues to stagger, more people are expected to turn away from material purchases and focus more on cultural events that can be enjoyed at a reasonable cost.
- Internet blogging, which has seen a huge growth in popularity, has resulted in a surge of interest in writing for the public. GLLAC plans to address this need in its activities.

## **The Uniqueness of GLLAC**

The Great Lakes Literary Arts Center (GLLAC) is a unique venue that caters directly to the needs of the highly literate and creative population of post collegiate adults in the region. Unlike the already established writing and literary centers in the area that focus primarily on either children or young adults (826 Michigan or the Neutral Zone), college students (Sweetland Writing Center, Arts@ Michigan), or improving the fundamental literacy of adults and children (Washtenaw Literacy), the GLLAC will offer programming in support of interested adults to hear readings and panel discussions, work with accomplished authors to hone their writing skills, and form a community space that explores and celebrates deepening literacy in adulthood.

The GLLAC recognizes the current need for literary events and activities that address the specific interests of adults who write as a pastime rather than a career. With the recent explosion of blogs, authors who self-publish in print, and independent book clubs we see an opportunity to connect these individual writers and readers into a community that will be self supporting. Adults who are committed to lifelong learning and the exploration of their writing talents/reading interests will find a home for their work and a physical meeting place for this portion of their lives.

Rather than accepting that education ends after high school or college, the GLLAC will offer a free form space of “higher education” that will cultivate and sustain the intellectual development of our adult community.

# Great Lakes Literary Arts Center at the Shaman Drum Book Shop

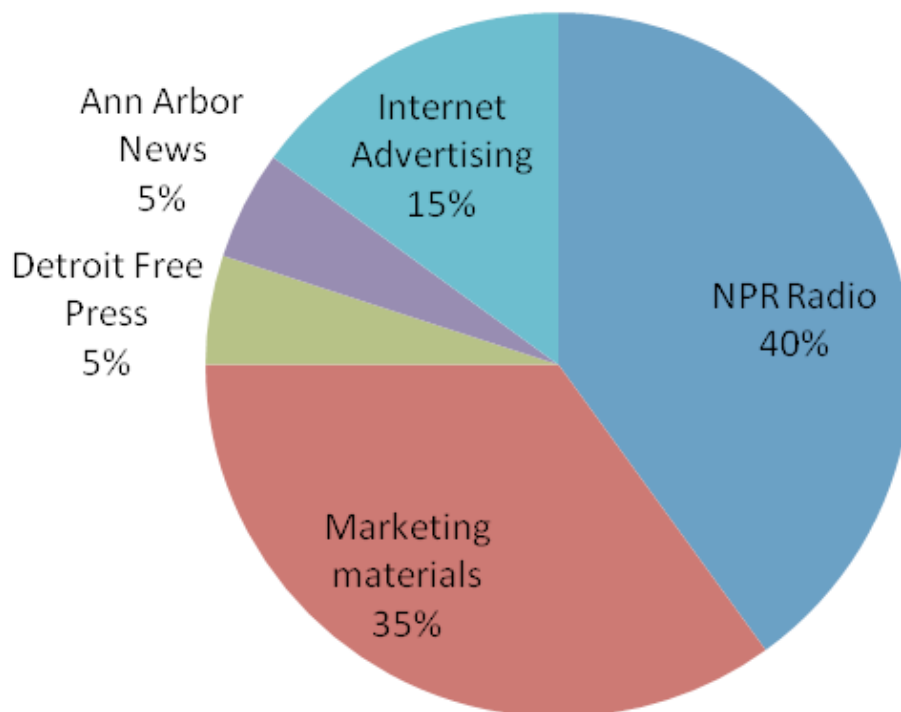
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## *Promotional Plan*

### **Year One Forecasted Strategy and Budget**

In the first year GLLAC will use \$40,000 for promotion and publicity. This will be divided up as follows:

### **2008 Marketing Budget**



## **Publicity and promotion Strategy**

The focus will be on radio and internet publicizing with direct public awareness campaign. Increased radio interviews with authors and GLLAC staff members. Stories about GLLAC in print mediums rather than paid advertising. We will create GLLAC blog on events, programming, visiting artists, which could then be picked up over the internet on a national and international level. Professional merchandise publicity through design company: bags, shirts, mouse pads, pens, magnets, and more.

## **Brief List of Publicity Sources that will be used by GLLAC**

### Radio

- Local NPR stations covering southeast Michigan—WUOM
- Local radio- WAAM

### Print Media

- Detroit Free Press
- Current
- Ann Arbor Observer
- Shelf Awareness
- Publisher's Weekly
- Michigan Daily
- Toledo Blade
- Metro Parent

# Great Lakes Literary Arts Center at the Shaman Drum Book Shop

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## *Operations*

### **Facility — the Center**

- A critical aspect of the GLLAC is to provide readers and writers a common location where they can share ideas, work on projects, or simply hang out with others. Eventually it will be a large open space that can be configured for a variety of activities. This is referred to as “the Center”.
- In the start up phase of GLLAC (Years one through three) the Center will begin at Shaman Drum Bookshop. This will provide a known location, limited space, but a book lover’s atmosphere.
- In subsequent years the Board of GLLAC will begin searching in Ann Arbor for a larger space that will provide a comfortable, sophisticated location. This Center may include a smaller version of Shaman Drum Bookshop, ample space for public events, more private offices for serious writing which would be available at or below market value, seating that can be configured for a variety of purposes, lightening for small stage productions or Internet broadcasts, and accessible parking. It is crucially important that people who participate in GLLAC activities feel a sense of belonging and ownership in the Center. They will be encouraged to visit whether there is an event or not.
- Large draw lectures with celebrity level guests will be held at other locations if the audience is expected to exceed 100 people. In the past venues for such events have included the Michigan Theatre, the University of Michigan’s Rackham and Hill Auditoriums.

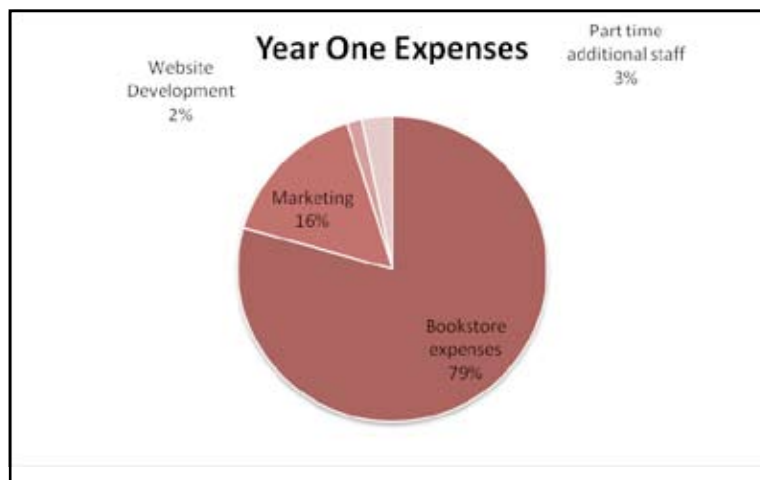
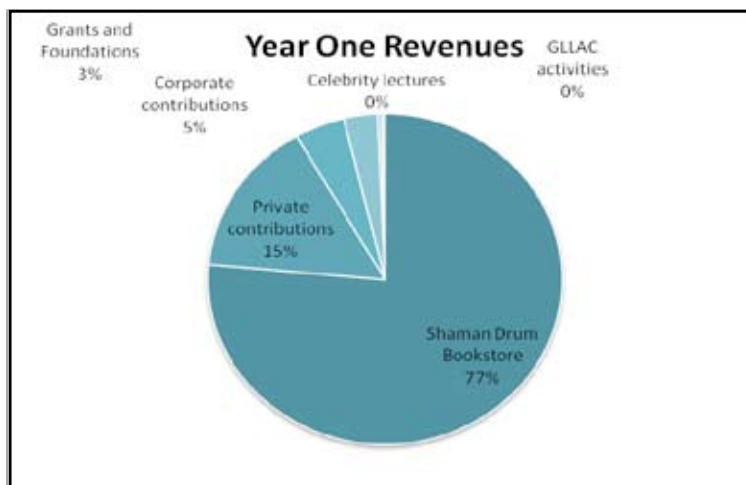
### **Activities — Year One through Year Five**

- Presentations, Lectures, Panel discussions
- Year one will target six celebrity lectures with appeal to the high end general public. These readings will be promoted through out south east Michigan. Two will be held in the Fall of 2008 to draw attention to the GLLAC. These promoted lectures will also be used to bring attention to the GLLAC during the launch period of the organization. In addition, GLLAC will maintain the nearly 200 readings of lesser known writers currently reading at Shaman Drum Bookshop. Based upon the public response to the first year of lectures, GLLAC will adjust the number of schedule for subsequent years.
- Public writing workshops
- Writing circles will include a fixed number of openings (probably under 10) for aspiring adult writers. Since this is a relatively new activity for GLLAC and Shaman Drum only two circles will begin in the first year to learn the process and ensure a positive *(continued)*

- experience for those who enroll. There will be a fee associated with this activity.
- Academic Receptions
  - A regular event at Shaman Drum Bookshop, Academic Receptions will continue to be held through out the development of GLLAC. The receptions are held in honor UM faculty or staff who have recently had a book published.
- Writer In Residence
  - After year one when GLLAC has become recognized the GLLAC will invite published writers to become a Writer in Residence. This may include participating in book discussions, working with writing workshops, and critiquing aspiring writers manuscripts.
- Tutoring and related services
  - This is an exciting service that will be offered to writers at a reasonable fee. In year one manager's at GLLAC will begin exploring the services desired by writers, such as proof reading, editing, publishing evaluations ("Pitch Panels"), and more. GLLAC will also spend the first year locating qualified partners who might help provide these services to GLLAC writers.
- In-depth tutoring
  - GLLAC plans to support one or more writers who show particular promise. Support being currently considered may include a quiet area to work, tutoring, in-depth manuscript editing, assistance with publishers. This work will be considered in more detail after the first year.
- Reading Clubs and Book Groups
  - Shaman Drum Bookshop currently sponsors book clubs in Washtenaw County. This activity will continue at GLLAC and will expand to sponsor book and reading clubs that will meet at the GLLAC at Shaman Drum during the first two years of startup.
  - "Reading the World"
    - Reading the World is a national reading program that encourages the reading of International writers from all parts of the world. Shaman Drum Bookshop is already deeply involved in Reading the World, and in the next year GLLAC will encourage regional readers and writers to participate in this exciting venture.
- Miscellaneous Exhibits and Shows
  - GLLAC will regularly feature artists, photographers and others in displays and exhibits that are in keeping with literature and issues that relate to the mission and values of the GLLAC.
- Writing Scholarships
  - GLLAC plans to develop funds in the future that will be presented to outstanding new writers as scholarships to attend writing conferences, seminars, writers' retreats, and other select national or international programs focused on writing.

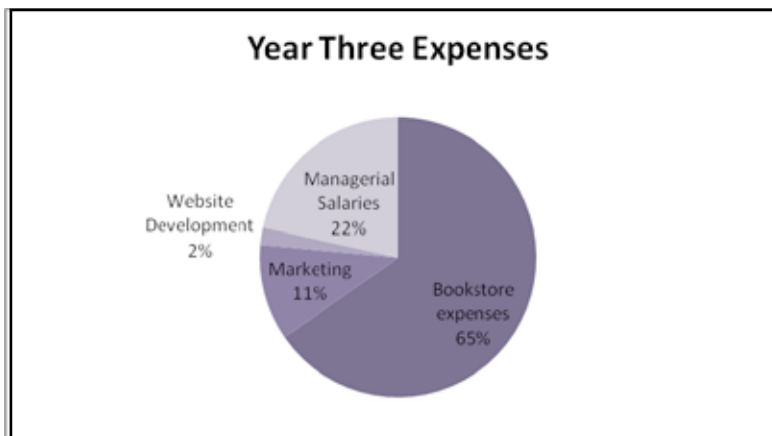
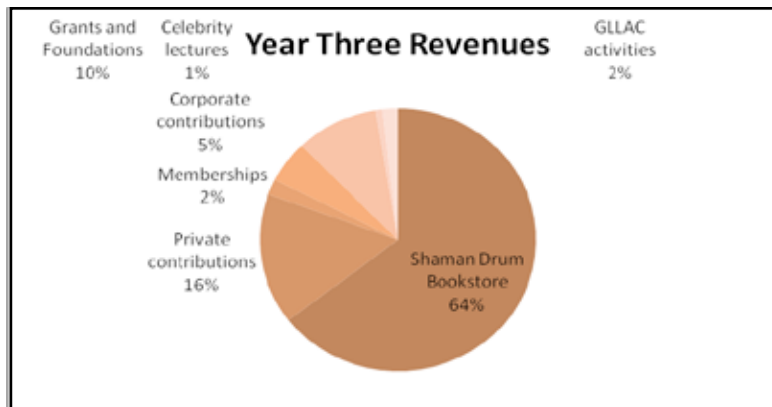
## Anticipated budget and financial strategy — Year One

Based on interviews with local cultural non profits and literary arts organizations located through out the US, GLLAC can forecast estimates of both revenue and expenses for the first year. Overall, the revenue will reach \$1,840,000 and expenses for the GLLAC are projected to equal that amount. The emphasis at this stage is to develop the GLLAC identify and reputation as a literary arts center so the bulk of the budget, excluding the bookshop, will be dedicated to marketing. Marketing includes promotion of events and development of the GLLAC logo and brochure materials.



## Anticipated Budget and Financial Strategy — Year Three

By Year Three there will be a gradual build up of revenues from donations, memberships, earned revenues from activities, and grants. Overall revenue is projected to grow by 20 percent from Year One and total \$2,208,000.00. Expenses will begin to include salaries for managers moving from SDB and new hires. Marketing will reduce as sectors are better understood and less promotion is needed to establish the GLLAC. Additional expense will occur as the GLLAC begins looking for a larger, more appropriate facility to call home.



We see the GLLAC as a nationally recognized “home” for writers and booklovers of all ages.

## **Anticipated Budget and Financial Strategy — Years Five through Ten**

- Changes anticipated in the future will be the addition of a building used as the “Center”. Based on analysis of other literary arts centers in the US, the Center will provide a substantial increase in activities and events. This in turn increases interest in the Center and increases paid memberships.
- We see the GLLAC as a nationally recognized cultural “home” for writers and booklovers of all ages. Other centers, even local organizations such as the Neutral Zone, now have memberships of over 300, enjoy thousands of visitors, and maintain a budget of close to one million dollars a year. With a focus on great writing and support of the region, universities and educational institutions, strategic partners, private funders, and the state of Michigan, the GLLAC should reach or exceed these numbers.
- In the future the authors of this plan anticipate that the contribution of the Shaman Drum Bookshop to the budget to reduce to one-third while other sources of funding to expand to two-thirds. This would include earned revenue from events and activities, memberships, private donations, grants, and miscellaneous other revenue.
- Based on the financial models of other literary arts centers, future expenses also will change. Bookshop expenses will shrink to one-third while the remaining two-thirds will be comprised of activity and program expenses, fundraising, marketing, the costs of the facility, and salaries.

# Great Lakes Literary Arts Center at the Shaman Drum Book Shop

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## *Management*

### **Years One and Two**

#### **Board of Directors**

The Board will consist of eight members. They will set policy, provide general oversight and guidance to management, and assistance with funding. The board has fiduciary responsibility for the organization.

#### **Chief Executive Officer — Karl Pohrt**

Karl Pohrt is at the core of this endeavor. He brings to the CEO position twenty-eight years of business management, years of experience with non profit boards, an International reputation for his knowledge of books and publishing, and contact with writers and educators throughout the country. As CEO Karl will critical to the promotion of the center, fund raising, influence with published writers, interaction with the board, and general management of the GLLAC.

#### **GLLAC Management**

During the development period of the GLLAC all managers will report to the CEO.

For the start up phase of the GLLAC managers will gradually adding duties as the needs arise. Once the GLLAC has been established and cash flow justifies an organizational change the management staff will be organized as follows:

- *Inventory Manager* — responsible for all inventory, trade floor and textbooks
- *Business Office Manager*—this position oversees accounting function, receivables and payables, for the bookshop and the GLLAC
- *General Manager* — oversees all aspects of the Shaman Drum Bookshop and textbook operation. Handles personnel and payroll.
- *Marketing Manager / Program Director* — responsible for all publicity, marketing and media relations. Is also in charge of selecting, scheduling and managing programs, events, reading clubs, writers' workshops and other GLLAC activities.
- *Development Manager* — handles all non-earned revenue sources. This might include state/federal government grants, private donations, mid-level donation events, membership promotions, and foundation support.
- *Course Readings and Textbooks Manager* — responsible for ordering course readings and textbooks and handling all aspects of semester rush.

## Years Three through Five

Once the GLLAC is established changes will be anticipated in management organization. These changes are likely to include:

- *A General Manager* — a General Manager will report to the CEO and oversee GLLAC and SDB managers and daily activities. This will allow the CEO to spend more time planning GLLAC's future direction, expand GLLAC's audience and programs, and link the GLLAC with other regional, national, and international organizations.
- A manager of volunteers and or program related staff. Some Literary arts centers rely on hundreds of volunteers to help with events and writing workshops. This cannot be done without the regular oversight and coordination of an individual manager.
- *A Facility Manager* — the facility will need regular changes for the variety of activities and events that are anticipated. If there are ancillary sales of books, tee-shirts and other paraphernalia at the center, this may also come under the responsibility of this person. There also may be occasional changes to the facility that require building contractors. The facility manager may need to oversee this activity as well.

## Great Lakes Literary Arts Center at the Shaman Drum Book Shop

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### *Development*

During the start up phase of the GLLAC several Shaman Drum managers will be doing double duty to over see the various aspects of starting the new organization.

These tasks and responsible manager are listed below:

- Logo development, brochures, letterhead, temporary signage, and various forms and working materials — *Karl Pohrt with input from all*
- Organization of donor events, dinners, and events for strategic partners — *Cynthia Ransley*
- Publicity and marketing “kick-off” of GLLAC and selection of author lecture activities — *Meagan Kucaj*
- Website development — *Ryan Howard*
- Part time grant writer — *TBD*
- Leader for “Writing Circles” and Reading Groups (Fall 2008 target launch) — *TBD*
- Development of 501C3 entity — *Robert Hart*
- Selection of the Board of Directors — *Karl Pohrt*

## Great Lakes Literary Arts Center at the Shaman Drum Book Shop

### *Timeline*

<b>Activity</b>	<b>Manager</b>	<b>Date Completed</b>
Establishment of Board of Directors	K. Pohrt	April 15, 2008
Registrations of GLLAC & SDB as 501C#	R. Hart	May 1, 2008
Identification of Fall 2008 first GLLAC Author Lectures	M. Kucaj	June 1, 2008
GLLAC Logo development, brochure, leaflets, letterhead, business cards, donor investment packet	K. Pohrt	May 17, 2008
Identification of "foundation donors" and strategy developed for donor campaign	C. Ransley	May 30, 2008
Donor Campaign - contact by Karl, Bob of foundation donors; dinners or events for donors; other	All — C. Ransley manages	Progress meetings weekly through 08/08
Selection of grant writer	K. Pohrt, R. Hart	June 30, 2008
Selection of Writing Circle leader	All	July 31, 2008
Prototype Web site	R. Howard	August 1, 2008
Radio broadcast and newspaper announcement of GLLAC fall events	M. Kucaj	Sept 15, 2008
First Writing Circles (2?) begin	TBD	October 1, 2008

## Assumptions

### Availability of Grants for the Arts and Culture

- Forecasted economic conditions for Michigan

### Expenses

- Marketing Expenses and price of Advertising (percentage of revenues)
- Availability and cost of facility (rent, refurbishing new facility)
- Officer salaries (wages and benefits for year X depending on cash flow)
- Anticipated fees for guest speakers or tutors

## Funds Sought and Utilization

The GLLAC is seeking \$120,000 in seed money through gifts, which will be used for start-up publicity and promotional activities, improvements to our temporary facility, membership and grant development, and working capital.

## Next Steps

Significant dates and milestones for Year One briefly described.

- GLLAC founded and registered with the State of Michigan as 501C3 tax exempt. (Spring 2008)
- Development of GLLAC logo, marketing materials, and marketing campaign. (Spring/summer 2008)
- Fundraising and grant development to begin (Spring 2008)
- Identification and development of initial Autumn 2008 GLLAC writer lecturers, writing workshops for adults, reading clubs. (Summer 2008)
- Marketing announcements begin to introduce GLLAC to the region (Fall 2008)