



Meeting of the Board of Directors  
Monday, April 14, 2025 at 5:00 pm

AGENDA

- **Call to Order and Remarks** 5:00-5:05 pm
  - Linda McDonald, Chair, Board of Directors
  - Consent Agenda - *February Board meeting minutes, 2025 Calendar of Events, Financial Reports, Committee Reports from Education and Community Engagement, Development, and Audience committees*
  - **Approval of consent agenda.**
- **Staff Reports** 5:05-5:25 pm
  - Marissa Moore, Executive Director
  - Ryan Ireland, Marketing & Communications Manager
- **Finance Committee** 5:25-5:30 pm
  - Robin Baum and Cynthia Resch, Co-Chairs
- **Governance Committee** 5:30-5:35 pm
  - Ce Sinclair, Chair
  - **Vote on Jill Clark to join Governance Committee.**
- **Development Committee** 5:35-5:45 pm
  - John Herman and Paul Sequeira, Co-Chairs
  - Chris Fornadel, Director of Philanthropy & Marketing
- **Unfinished Business** 5:45-5:50 pm
- **New Business** 5:50-5:55 pm
- **Adjourn** 6:00 pm

**Take Home Trio**

1. **Piano Days tickets are on sale!** We are so excited to welcome an amazing roster of artists, including the kickoff gala performance of The 5 Browns. Check out our website for information and videos of each artist.
2. Our annual International Piano Day was a success, raising \$14,205.84! Thank you to **Kathy Coleman** for offering a generous \$10,000 match.
3. Coming off of a wonderful Arts Alive performance, Education and Community Lead Emily Shelley has a busy spring! She has brought our English curriculum-integrated **Keys To Read** program to two schools already this fall, with an additional presentation scheduled at Akron's I PROMISE school. Plus, PianoLab students at Paul L. Dunbar will perform their **Spring Showcase Recital on April 24 at 4 PM**. Board members are welcome to attend by letting Emily know.

NEXT BOARD MEETING: MONDAY, JUNE 9<sup>TH</sup>



# Piano Cleveland Board of Directors Meeting

February 10, 2025 5:00 pm

20600 Chagrin Boulevard, Shaker Heights OH, 44122

**Attendance:** Jeff Weiler, Bonnie Ivancic, David Reimer, Dan Gisser, Rick Stuhan, Debbie Neale, Cindy Resch, Linda McDonald, Steve Gariepy, Herb Wainer, Robin Baum, Sarah Baley, Zeda Blau, Astri Seidenfeld, Catherine Bruhlport, Beth Rankin, Craig Mosier, Eric Barbato, David Freno, Yaron Kohlberg, John Herman, Ted Good, Teresa Good, Peggy Demitrack, Paul Sequeira, Sam Chaffee, Chris Fornadel, Marissa Moore, Kristina Tabler-Nemeth

Linda McDonald called the meeting to order at 5:04. The Consent Agenda was different tonight. It included updated minutes from the November Annual Meeting and minutes from the December 9 special meeting. It also included a Financial Committee report and an AI Safe Use Policy. Both minutes were approved and reports were accepted unanimously.

The HR Committee has met and Linda updated the board on some changes that have been made. Both Yaron and Marissa suggested and agreed that Marissa will be the Executive Director with more responsibilities and Yaron will be the Artistic Director. This will allow more time for Yaron to travel to spread our word internationally and perform.

Piano Cleveland's new Administrative and Philanthropy Associate, Kristina Tabler-Nemeth, was introduced to the board. Kristina comes to us with many years of experience having come from the office of the Dean of Music at Baldwin Wallace University.

Sadly our long time and very involved board member Lee Maxwell has passed away. There will be a celebration of life on March 8 at 1:00 at DeJohn-Flynn-Mylott Funeral Home in South Euclid.

Since Yaron was virtual today Marissa will give the 2025 presentation and Yaron will give the 2026 presentation. Marissa then gave an extremely informative presentation of everything that has been planned for Piano Cleveland in the coming year and beyond with many interesting thoughts that came from discussions of where we are going and what their thinking is.

**Kristina will email Marissa's presentation to every board member after today's meeting as descriptions alone cannot properly inform you of the exciting plans in store for Piano Cleveland. You can then rewatch it.**

Chris then reported on the upcoming Florida receptions in two weeks. The Naples event has already reached its capacity. The other two still have availability at this point. The sponsorship documents are going out. There will only be 500 seats available and we are expecting a sell out.

Robin Baum discussed our finances. We are doing well with a \$1,428,000 endowment and are 12-1/2% over previous. We were able to distribute stiff bonuses to the staff.

Under new business we discussed the formation of an AI task force. It will be comprised of Linda McDonald, Ryan Ireland, John Knific and Dan Gisser. We talked about copywrite issues and our general policy of using AI. Nothing will be totally AI as everything will pass through human being minds also. We are fortunate that Dan and John have experience using AI in their work.

Upcoming events were announced with a special reminder to donate for our fundraiser for Piano Day on March 29, the 88th day of the year matching the 88 keys on the piano. We are extremely fortunate again because Kathy Coleman will be matching all donations if we raise \$10,000.

The meeting was adjourned at 6:00.

Respectfully submitted,  
Bonnie Ivancic

# 2025 BOARD & COMMITTEE MEETINGS

JANUARY	FEBRUARY	MARCH	APRIL
<p>Jan. 13: Governance Committee, 3:30 PM Jan. 13: Executive Committee, 5:00 PM</p> <p>Jan. 15: Education Committee, 12:00 PM Jan. 15: Investment Committee, 3:30 PM</p> <p>Jan. 20: Development Committee, 5:00 PM</p> <p>Jan. 29: Finance Committee, 3:30 PM</p>	<p>Feb. 5: Piano Cleveland Live with Arseniy Gusev and Shannon Lee at Forest City Brewery</p> <p>Feb. 10: Governance Committee, 3:30 PM Feb. 10: Board of Directors, 5:00 PM</p> <p>Feb. 25: Florida Event (Sarasota), Home of Howard and Susan Levine, 5:00 PM Feb. 26: Florida Event (Naples), Home of Katheleen Van Bergen, 5:30 PM</p>	<p>Mar. 1: Florida Event (Boca del Ray), Addison Club, 11:00 AM Mar. 2: Florida Event (Palm Beach Gardens), Old Palm Golf Club, 11:00 AM Mar. 4: CMA Lunchtime Concert with Toke Moldrup (cello) and Y. Kohlberg, 12:00 PM Mar. 10: Governance Committee, 3:30 PM Mar. 10: Executive Committee, 5:00 PM Mar. 19: Arts Alive: Partnership performance with Cleveland School of the Arts Mar. 24: Development Committee, 5:00 PM</p>	<p>Apr. 14: Governance Committee, 3:30 PM Apr. 14: Board of Directors, 5:00 PM</p> <p>Apr. 15: CMA Lunchtime Concert with Zhu Wang, 12:00 PM</p> <p>Apr. 16: Education Committee, 12:00 PM Apr. 16: Investment Committee, 2:30 PM Apr. 16: Piano Cleveland Live at Hofbrauhaus, 6:00 PM</p> <p>Apr. 30: Finance Committee, 3:30 PM</p>
MAY	JUNE	JULY	AUGUST
<p>May 5: Development Committee, 5:00 PM</p> <p>May 12: Governance Committee, 3:30 PM May 12: Executive Committee, 5:00 PM</p> <p>May 13: CMA Lunchtime Concert with Daniela Liebman, 12:00 PM</p> <p>May 14: Piano Cleveland Live at BrewDog</p>	<p>June 9: Governance Committee, 3:30 PM June 9: Board of Directors, 5:00 PM</p>	<p>July 7: Governance Committee, 3:30 PM July 7: Executive Committee, 5:00 PM</p> <p>July 11: Piano Cleveland Live at Crocker Park, 6:30 PM</p> <p>July 14: Development Committee, 5:00 PM</p> <p>July 16: Education Committee, 12:00 PM July 16: Investment Committee, 3:30 PM</p> <p><b>Piano Festival</b> <b>July 20: Gala with The Five Browns</b> <b>July 22: Utsav Lal</b> <b>July 24: Mirabelle Kajenjeri solo recital</b> <b>July 26: Blkbok</b> <b>July 31: Kotaro Fukuma solo recital</b></p>	<p><b>Aug. 2: Natalie Tenenbaum</b></p> <p>Aug. 20: Finance Committee, 3:30 PM</p>
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<p>Sept. 8: Governance Committee, 3:30 PM Sept. 8: Board of Directors, 5:00 PM</p> <p>Sept. 15: Development Committee, 5:00 PM</p>	<p>Oct. 15: Education Committee, 12:00 PM Oct. 15: Investment Committee, 3:30 PM Oct. 15: James (Zijian) Wei, CIM Residency Recital, 7:30 PM</p> <p>Oct. 20: Governance Committee, 3:30 PM Oct. 20: Executive Committee, 5:00 PM</p> <p>Oct. 26: James (Zijian) Wei, Carnegie Hall Debut, 3:00 PM</p>	<p>Nov. 3: Development Committee, 5:00 PM</p> <p>Nov. 5: Finance Committee, 3:30 PM</p> <p>Nov. 10: Governance Committee (TENT), 3:30 PM Nov. 10: Annual Meeting, 5:00 PM</p>	



		2025 Budget	2025 YTD @ 3/31/25	2025 bud, 2026, 2027 Total
<b>Contributions</b>				
	Underwriting		-	-
	Foundations	300,000	85,000	300,000
	Board Minimum	72000	15,000	72,000
	Board Beyond Min	160000	73,208	160,000
	Individuals	250,000	153,145	250,000
	Prizes		10,000	-
	Artist Development			-
	Government Sources	69000	58,031	69,000
	Covid-related			-
	Corporation	14150	-	14,150
	In-Kind	14,000		14,000
	Endowment Dist'n Unrestricted	22319	22,297	22,319
	Endowment Dist'n Prizes		-	-
	Endowment Dist'n Young Artists +			-
<b>Total Contributions</b>		<b>901,469</b>	<b>416,681</b>	<b>901,469</b>
				-
<b>Other Income</b>				-
	Camp Income			-
	Gala Income	450000	48,104	450,000
	NY Debut Packages			-
	Sponsorships	20000	-	20,000
	Application Fees	55000		55,000
	Box Office	75000	-	75,000
	Arts Connect		350	-
	Concerts and Events			-
	Management Fee	5000	-	5,000
	Miscellaneous		-	-
	Retail Sales		-	-
	Virtualoso box office			-
	Interest Income	12000	1,867	12,000
<b>Total Other Income</b>		<b>617,000</b>	<b>50,321</b>	<b>617,000</b>
				-
<b>Total Income</b>		<b>1,518,469</b>	<b>467,002</b>	<b>1,518,469</b>
				-
<b>Expense</b>				-
<b>Virtualoso Costs</b>				-

		2025 Budget	2025 YTD @ 3/31/25	2025 bud, 2026, 2027 Total
<b>CIPC Production Costs</b>				-
	Artist Development		5,575	-
	Audio & Video services		-	-
	Guest Artists			-
	Contestant Costs		-	-
	Institute Housing			-
	In Kind expense			-
	Jury Costs		-	-
	Opening Ceremonies		-	-
	Orchestra/Conductor		-	-
	Finals Streaming		-	-
	Other Competition Prod. Costs		-	-
	Practice Space		-	-
	Prizes, Cash		-	-
	<b>ARTIST DEVELOPMENT</b>			-
	Quartet/Chamber		-	-
	Selection Process		-	-
	Social Competiton Events		-	-
	Ticket Expense		-	-
	Transcriptions		-	-
	Venue & Valet Costs		-	-
	Winners Expense	1,500	-	1,500
	Paris		-	-
<b>Total CIPC Production Costs</b>		<b>1,500</b>	<b>5,575</b>	<b>1,500</b>
				-
Office Costs				-
	Interest expense - Capital Lease			-
	Bad Debt Expense			-
	Office Rental, Utilities	46000	11,707	46,000
	Equipment & Supplies	30000	10,346	30,000
	Insurance	9600	2,190	9,600
	Federation & Other Dues	7000	3,269	7,000



		2025 Budget	2025 YTD @ 3/31/25	2025 bud, 2026, 2027 Total
	Credit Card Fees	14500	605	14,500
	Interest on PNC LOC	0		-
	Bank Fees	3000	577	3,000
	Miscellaneous		-	-
	Parking	500	80	500
	Depreciation Expense	14000		14,000
	<b>Total Office Costs</b>	<b>124,600</b>	<b>28,774</b>	<b>124,600</b>
				-
	Payroll & Professional Fees			-
	Administrative Salaries & Wages	610,000	165,387	610,000
	Bonuses			-
	ArtsConnect Artist Fee		-	-
	Independent Contractors	3000	2,500	3,000
	Accounting	25000	-	25,000
	Payroll Taxes	42000	11,205	42,000
	Benefits	18300	4,690	18,300
	Health Insurance	19872	10,851	19,872
	Payroll Service Fees	2400	1,456	2,400
	Legal Fees	500	1,572	500
	Staff Education	10000	448	10,000
	<b>Total Payroll &amp; Professional Fees</b>	<b>731,072</b>	<b>198,109</b>	<b>731,072</b>
	Promotional			-
	Advertising	100000	17,719	100,000
	Print & Design	80000	15,451	80,000
	Web Related	20000	3,901	20,000
	Postage	3700	1,369	3,700
	Travel	10000	4,235	10,000
	Hospitality	9000	2,447	9,000
	Other Promotional	0		-
	<b>Total Promotional</b>	<b>222,700</b>	<b>45,122</b>	<b>222,700</b>
				-
	Non-Competition Expenses			-
	Camp Costs			-
	Fundraising costs	13000	10,533	13,000
	Festival	120000	15,100	120,000
	Gala Costs	150000	60,482	150,000

		2025 Budget	2025 YTD @ 3/31/25	2025 bud, 2026, 2027 Total
	Education	75000	23,960	75,000
	Concerts & Events	17,000	20,218	17,000
	Piano Flicks			-
	Non-Competition InKind			-
	NY Debut	45000	9,320	45,000
	Venue & Valet Costs			-
	Retail for Resale			-
	Social Events	10000	1,538	10,000
	Strategic Planning			-
	<b>Total Non-Competition Expenses</b>	<b>430,000</b>	<b>141,151</b>	<b>430,000</b>
	<b>Young Artists CIPC Production Costs</b>			-
	1 Audio & Video Services			-
	2 Chamber			-
	3 Contestant Costs			-
	4 Guest Artists			-
	5 Institute Housing			-
	6 Jury Costs			-
	7 Orchestra/Conductor			-
	8 Prizes expense			-
	9 Selection Process			-
	10 Social Competition Events			-
	11 Ticket Expense			-
	12 Transcriptions			-
	13 Tuning and Medals			-
	14 Venue & Valet Costs			-
	<b>Total Young Artists CIPC Production Costs</b>		-	-
				-
	<b>Total Expense</b>	<b>1,509,872</b>	<b>418,731</b>	<b>1,509,872</b>
	<b>Net Income</b>	<b>8,597</b>	<b>48,271</b>	<b>8,597</b>
	Bonus pool based on 3-yr net			
	<b>New net income after bonus</b>			

12:36 PM

04/10/25

Accrual Basis

**Piano International Association of Northern Ohio**  
**Profit & Loss**  
**January through March 2025**

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	<u>TOTAL</u>
Ordinary Income/Expense	
Income	
Contributions	
Foundations	85,000
Board Giving	
Board Minimum	15,000
Board Beyond	73,208
	<u>88,208</u>
Total Board Giving	88,208
Individuals	153,145
Prizes	10,000
Government Sources	58,031
Endowment Dist. Unrestricted	22,297
	<u>416,681</u>
Total Contributions	416,681
Other Income	
Interest Income	1,867
Gala Income	48,104
ArtsConnect	350
	<u>50,320</u>
Total Other Income	50,320
Total Income	467,002
	<u>467,002</u>
Gross Profit	467,002
Expense	
Competition Production Costs	
Artist Development	5,575
	<u>5,575</u>
Total Competition Production Costs	5,575
Office Costs	
Office Rental, Utilities	11,707
Equipment & Supplies	10,346
Insurance	2,190
Federation & Other Dues	3,269
Credit Card Fees	605
Bank Fees	577
Parking	80
	<u>28,772</u>
Total Office Costs	28,772

12:36 PM

04/10/25

Accrual Basis

**Piano International Association of Northern Ohio**  
**Profit & Loss**  
**January through March 2025**

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	<b>TOTAL</b>
<b>Payroll &amp; Professional Fees</b>	
Administrative Salaries & Wages	165,387
Independent Contractors	2,500
Payroll Taxes	11,205
Benefits	4,690
Health Insurance	10,851
Payroll Service Fees	1,456
Legal Fees	1,572
Staff Education	448
<b>Total Payroll &amp; Professional Fees</b>	<b>198,108</b>
<b>Promotional</b>	
Advertising	17,719
Print & Design	15,451
Web-related	3,901
Postage	1,369
Travel	4,235
Hospitality	2,447
<b>Total Promotional</b>	<b>45,122</b>
<b>Non-Competition Expenses</b>	
Festival	15,100
Fundraising	10,533
Gala Costs	60,482
Education/Outreach	23,960
Concerts and Events	20,218
NY Debut	9,320
Social Events	1,538
<b>Total Non-Competition Expenses</b>	<b>141,151</b>
<b>Total Expense</b>	<b>418,727</b>
<b>Net Ordinary Income</b>	<b>48,274</b>
<b>Other Income/Expense</b>	
<b>Other Income</b>	
Endowment Fund Activity	
Distribution Unrestricted	(22,297)
Endowment Management Fees	(3,104)

Piano International Association of Northern Ohio

Profit & Loss

January through March 2025

	TOTAL
Interest/Dividend Income	4,350
Investment Gains & Losses	(7,797)
Total Endowment Fund Activity	(28,847)
Total Other Income	(28,847)
Net Other Income	(28,847)
Net Income	19,427



## Piano International Association of Northern Ohio

## Balance Sheet

As of March 31, 2025

	Mar 31, 25
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
PNC Checking	180,320
MM Savings	179,625
Piano Lab & Restricted	74,966
PayPal	116
Total Checking/Savings	435,027
Accounts Receivable	
Accounts Receivable	48,765
Accounts Receivable Discount	(1,210)
Total Accounts Receivable	47,555
Other Current Assets	
Undeposited Funds	11,057
Prepaid Expenses	1,131
Total Other Current Assets	12,188
Total Current Assets	494,770
Fixed Assets	
Computer Equipment	15,093
Furniture & Fixtures	1,994
Office Equipment	12,910
Pianos	5,400
Accumulated Depreciation	(24,849)
Total Fixed Assets	10,548
Other Assets	
ROU Asset	85,686
PNC Endowment Acct	
Endowment - Money Market	31,068
Endowment - Investments	1,354,151
Total PNC Endowment Acct	1,385,219
PNC - Prize/Young Artists Acct	
PNC Prize Money Acct	19,789
PNC Young Artists Acct	10,908
Total PNC - Prize/Young Artists Acct	30,697
Total Other Assets	1,501,602
<b>TOTAL ASSETS</b>	<b>2,006,920</b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	95,407
Total Accounts Payable	95,407
Other Current Liabilities	
ST Lease Liability	40,976
Total Other Current Liabilities	40,976
Total Current Liabilities	136,383

11:35 AM

04/10/25

Accrual Basis

Piano International Association of Northern Ohio

Balance Sheet

As of March 31, 2025

	Mar 31, 25
Long Term Liabilities	
LT Lease Liability	52,501
Total Long Term Liabilities	52,501
Total Liabilities	188,884
Equity	
Net Assets	
Unrestricted (Deficit)	
Operating	285,306
Total Unrestricted (Deficit)	285,306
Temporarily Restricted	83,097
Permanently Restricted	1,122,886
Total Net Assets	1,491,289
Retained Earnings	307,319
Net Income	19,427
Total Equity	1,818,036
TOTAL LIABILITIES & EQUITY	2,006,920



# Education and Community Engagement Committee Report

## Piano Cleveland Board of Directors

### April 14, 2025

The Education and Community Engagement Committee has not convened since the previous Board Meeting held on February 10. However, our second quarterly meeting is scheduled for Wednesday, April 16. Emily Shelley and Marissa Moore, in consultation with Linda McDonald, Iris Harvie, and Peggy Demitrack, have been developing a set of program evaluation rubrics, which will be the primary focus of discussion during this upcoming meeting.

In addition to rubric development, we are pleased to share several positive updates with the Board this month:

#### **Arts Alive**

Our annual collaboration with the Cleveland School of the Arts, *Arts Alive: A Space Odyssey*, was held March 17-19 at the Cleveland Museum of Art and proved to be a tremendous success. Nearly 1,000 students from 11 different schools attended the daytime performances on Tuesday and Wednesday, and the public performance on Wednesday evening drew an audience of over 350 attendees. Notably, this year's collaboration featured participation from four students in our Paul L. Dunbar PianoLab program for the first time. The students and their families expressed great enthusiasm and appreciation for the opportunity to be involved.

#### **PianoLab**

Both PianoLab programs—at the Cleveland School of the Arts and Paul L. Dunbar—continue to operate successfully and yield strong outcomes. Three students from the Paul L. Dunbar program have recently applied to receive pianos through our Piano and Keyboard Donation Program, demonstrating the effectiveness of our “pipeline” approach in cultivating sustained student engagement.

#### **Keys Unlocked**

We have submitted a grant proposal to the Nord Family Foundation to support a two-year pilot of the *Keys Unlocked* initiative. This program aims to address barriers to piano accessibility by placing pianos within Cleveland Metropolitan School District buildings, thereby fostering a culture of curiosity, creativity, and enthusiasm around the piano and its musical possibilities. The proposed grant would fund the purchase and maintenance of pianos, engagement tools, and live performances in three schools over two academic years. Pending approval, the pilot program would launch in Fall 2025.



# Development Committee Board Report

## Piano Cleveland Board of Directors meeting

### April 14, 2025

1. **International Piano Day (March 29)** – \$14,297.34 raised  
This fiscal year the Annual Fund solicitation, typically made in November was moved to March to coincide with our annual International Piano Day, day of giving. Annual fund solicitations began arriving in homes on 3/19. In addition, email blasts were scheduled a week out, the day before and several times on 3/29. Although this initiative raised over \$14k the majority of these donations came through the mail. Although email open and click-through rates remained consistent with other email campaigns, few donations came in online. This is likely because IPD fell on a Saturday with good weather and recipients were less likely to participate. Next year we will adjust our solicitation to avoid the weekend.
2. **Donor Stewardship Events** – The Development Committee Leadership group has scheduled stewardship events around each of our Piano Cleveland Live, Arts Alive, and Piano Days Festival performances in 2025. The goal of these special events is to recognize donors for their commitment to Piano Cleveland particularly during our 50<sup>th</sup> Anniversary. Board hosts have been identified and are being partnered with a new board members as a mentorship opportunity. Guests at these events have the opportunity to connect directly with one or more of our performers in a more intimate setting.
3. **Overture: A Grand Brunch** – Piano Cleveland's annual gala is being chaired Eric Barbato and Kathleen Coleman along with Honorary chairs Iris and Tom Harvie. The event will be held at the beginning of the Piano Days Festival on Sunday, July 20<sup>th</sup> in conjunction with the opening performance by The 5 Browns. Save-the-date cards have already been sent, and individual and corporate sponsorship opportunities have been shared with all former and likely purchasers. Seating is limited at this event and the State Theatre can only accommodate 450 guests. If you are interested in securing a table please reach out to the Director of Philanthropy and Marketing, Chris Fornadel. Invitations will be mailed during the first week of May.



## **Audience Committee Report April 14, 2025 Board Meeting**

The Audience Committee met to discuss two main topics. The first dealt with the Audience Survey done during the 2024 CIPC.

What stood out about the responses to the survey:

- It was interesting to note the different perspectives of what was expected versus what was not expected.
- Holding the whole Competition at Severance was a huge success albeit there were certain concerns about Reinberger Hall that will need addressing.
- Some didn't like having to hear the same piece twice in a row, though Piano Cleveland made adjustments to the Competition to prevent that in the Concerto Round.
- There was some interest expressed about holding an audience Q & A.

Some of our responses to the above:

- The issues at Reinberger need to be addressed since safety is the big issue. The railings are not stable and are necessary for a large portion of our audience. Marissa is in conversation with Severance Hall staff about this. We can also request more ushers or have young Piano Cleveland volunteers help with this.
- Can we have a Q&A on the YouTube channel? This would be primarily for people who watch online to give a sense of community.
- Can the audience submit questions on their phones to be answered during the intermission?
- Can we have a prearranged audience Q&A that would be publicized. This would give audience members time to prepare their questions about competitions in general and our competition in particular.
- It is important to educate people about concert/competition etiquette without talking down to them.

Marissa made several suggestions going forward that we can implement:

- A "what to expect" email to audience members
- FAQ for patrons
- Why no clapping? Indicate when to clap in the program
- Adding timings of pieces to the program

It was suggested that we explore income generation on livestreaming, for example a button for viewers to donate. Perhaps connect with consulates around the world to offer viewership for their countries.

Parking issues - we should plan ahead and offer as much information as possible to patrons ahead of the concert. This could be included in the "what to expect" email.

All Piano Cleveland concerts/events should be a social occasion that also builds community. We should encourage social interaction among patrons as Chamberfest does with the ice cream evenings after concerts.

We could send patrons a follow-up email after the concert recapping what they experienced and how they can stay/become involved. We want them to know we appreciate that they came to our event.

On the “when to clap” issue: perhaps we could record a short video to explain when to clap at the kinds of concerts/competition rounds that we present. It was suggested that Hyunki Joo (former juror and comedian) record a fun, lighthearted video that would be shown before each concert.

The next meeting will be on Monday, April 28 @5PM. These meetings are open to all who are interested in Audience development.

Submitted by,

Zeda Blau