

2026 National Conference Agenda—Orchestra Board Members

All times below are Eastern Time. Agenda content subject to change.

Constituent Liaison: David Styers, Director of Learning and Leadership Programs

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The following agenda describes sessions specifically designed for the above-mentioned constituents during constituency meeting blocks. For the full Orchestra Board Member Forum, please visit <https://leagueconference.org/orchestra-board-member-forum> and for a full listing of all Conference events and larger sessions, please visit <https://leagueconference.org/full-schedule>.

Monday, June 1, 2026

1:00pm-2:30pm Constituency Meeting Block 1: Demystifying the Magic on the Podium

Join conductor Robert Moody, Music Director of the Baltimore Chamber Orchestra and the Memphis Symphony, and a string quartet to learn insights into what conductors actually do on the podium, how they influence musicians to bring their best to each performance and how they navigate change during a performance. These skills can be applied to your work as a board member as you navigate working with orchestra leaders, staff, and musicians.

“I’ve come to see my role on the podium as more than just a conductor—it’s about creating space for empathy and connection. As Robert Fulghum once wrote, sometimes what people need isn’t a leader, but a minister or a counselor. I can’t be all things to everyone, but I can foster an environment where trust, breath, and musical sensitivity guide us. When we’re truly open to each other—musicians, soloists, conductor—that’s when we find the next level of music-making. That’s where the magic lives.” -Robert Moody

Tuesday, June 2, 2026

9:45am-10:45am Champagne/Mimosa Toast

Network with other orchestra board members and Baltimore Host Committee members.

3:00pm-5:00pm Constituency Meeting Block 2: Board Chair/Chair-Elect and Peer-to-Peer Board Member Roundtables

Small-group, relevant topic discussions for both board officers and directors.

Groups 1 and 2 Board Chairs and Chairs-elect: Roundtable discussion facilitated by Alan Mason, League Board Chair

Groups 3 and 4 Board Chairs and Chairs-elect: Roundtable discussion facilitated by Marisa Eisemann, League Board Member

Groups 1-8 Board Members, including Groups 5, 6, 7, and 8 Chairs and Chairs-elect: Roundtable discussions led by Douglas Hagerman, immediate past Chair, League Board, and members of the League board.

Wednesday, June 3, 2026

11:15am-12:45pm Constituency Meeting Block 3: League Board Chair, Alan Mason, in conversation with Ann Meier Baker

Alan Mason will conduct an engaging conversation with Ann Meier Baker to learn from her decades perspective on arts organizations and board governance. Ann was the director of Music and Opera at the National Endowment for the Arts from January 2015 until May 2025. She oversaw the NEA's grantmaking in music and opera, directed the NEA Jazz Masters Fellowships, and served on the senior leadership team for the NEA's Sound Health Network. Previously, Baker spent 15 years as president and CEO of Chorus America, where she led the national membership association of more than 2,000 professional, volunteer, symphonic, and children/youth choruses. She was also the founding director of the National School Boards Association Foundation, an incubator for new ideas about the challenges facing urban school board leaders and other issues in public education. In addition, Baker held leadership roles at the League of American Orchestras and the National Association for Music Education, and she began her career as a professional singer with the United States Air Force Singing Sergeants.

Notice: It is important to keep in mind antitrust rules governing competition that apply to this group discussion. While the agenda for this group includes discussion of a variety of issues that are crucial to orchestras' planning and strategies, the goal is not to agree on a single approach to these issues. With the benefit of analysis and discussion, each orchestra will be able to decide independently what course of action is best for its own organization. We ask you to avoid comments that relate to your orchestra's current or future plans for ticket or event pricing (actual ticket prices, discount amounts), bargaining (including collective bargaining agreements or with vendors), or compensation. Please

consult the [League one-page Antitrust Overview](#) for more information, available at www.americanorchestras.org.