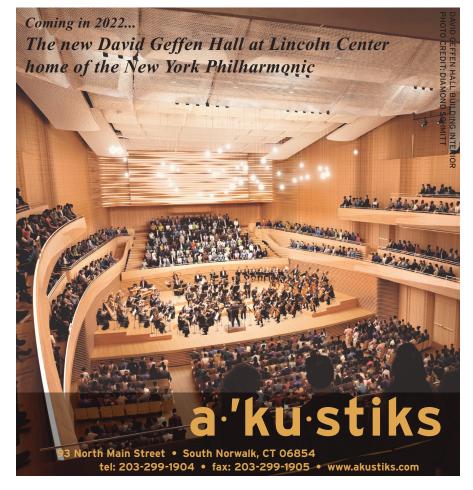
PRELUDE

rchestras innovated as seldom before during the past year, pivoting from business as usual to inspired improvisations, themes, and variations that were unthinkable just 18 months ago. The pandemic crisis and the fierce urgency of calls for racial justice have led orchestras to make enormous changes at the last minute and move into the here and now. Orchestra musicians are making music in new and unexpected venues: parks, nursing homes, hospitals, at vaccination sites, on front porches. Fundraisers can be virtual. Music directors are no longer—or not only—magisterial figures glimpsed from behind, but individuals who chat in casual online videos, sometimes from their living rooms. Orchestras worked with what they had, and what they had was plenty: music.

Orchestras, like museums and other arts organizations, are asking profound existential questions about what they are for—their purpose, their roles in an evolving society. How should they address pressing societal concerns? How to adopt new ideas about making auditions more equitable? If a front porch can be a stage, what does that mean for concert halls? If a concert takes place online, what does that mean for actual live, in-person concerts?

Equally central for the longer term, orchestras nationwide are accelerating efforts to engage more diverse communities, commission works from artists too long ignored, and offer artistic responses to racial violence. And they are responding with alacrity: several orchestras presented concerts reflecting on the importance of Juneteenth as this issue of *Symphony* went to press. It's been a year of unprecedented change and adjustment, but the work isn't done. It's just beginning.

Robert Sandle



VOLUME 72, NUMBER 3 SUMMER 2021



THE MAGAZINE OF THE LEAGUE OF AMERICAN ORCHESTRAS

symphony[®], the award-winning quarterly magazine of the League of American Orchestras, discusses issues critical to the orchestra community and communicates to the American public the value and importance of orchestras and the music they perform.

DITOR IN CHIEF Robert Sandla	EDITOR IN CHIE
AGING EDITOR Jennifer Melick	MANAGING EDITC
ON AND DESIGN Ginger Dolden	PRODUCTION AND DESIG
SING DIRECTOR Stephen Alter	ADVERTISING DIRECTC
ING ASSOCIATE Danielle Clarke-Newell	ADVERTISING ASSOCIAT
PUBLISHERS Simon Woods Celeste Wroblewski	PUBLISHEF
PRINTED BY Dartmouth Printing Co. Hanover, NH	PRINTED E

F

symphony[®] (ISSN 0271-2687) is published quarterly (January, April, July, October) for \$25 per year by the League of American Orchestras, 520 8th Avenue, Suite 2005, 20th Floor, New York, NY 10018-4167. Send address changes to *Symphony*, 520 8th Avenue, Suite 2005, 20th Floor, New York, NY 10018-4167.

SUBSCRIPTIONS AND PURCHASES

Annual subscription \$25.00. To subscribe, call 646-822-4080 or send an e-mail to <u>member@</u> <u>americanorchestras.org</u>. Current issue \$6.95. Back issues available to members \$6.95/non-members \$8.45. Directory, 75th Anniversary, and other special issues: members \$11.00/non-members \$13.00.

ADDRESS CHANGES

Please send your name and your new and old addresses to Member Services at the New York office (address below), or send an e-mail to <u>member@americanorchestras.org</u>.

EDITORIAL AND ADVERTISING OFFICES

520 8th Avenue, Suite 2005, 20th Floor New York, NY 10018-4167 E-mail (editorial): editor@americanorchestras.org E-mail (advertising): salter@americanorchestras.org Phone (advertising): 646-822-4051

© 2021 League of American Orchestras

symphony[®] is a registered trademark. Printed in the U.S.A.

website americanorchestras.org

summer 2021 Symphony



about the cover

Xian Zhang, music director of the New Jersey Symphony Orchestra, conducts a filmed New Jersey Symphony performance at the New Jersey Performing Arts Center's Prudential Hall during the pandemic. Read Xian Zhang's Coda article on page 64. Credit: Meredith Whitefield for DreamPlay Films. The NJSO was one of many ensembles that streamed concerts this season; see article on page 26 about in-person and virtual performances for the coming season.

THE MAGAZINE OF THE LEAGUE OF AMERICAN ORCHESTRAS

2 Prelude by Robert Sandla

6 The Score Orchestra news, moves, and events

14 Forward Thinking

League President and CEO **Simon Woods** asks: as we begin to transition to a post-pandemic time, what approaches can we take to restart our musical lives, continue to innovate and experiment, and embrace our brave new worlds?

16 Board Room

Excerpts from *How Orchestra Boards Can Advance Equity, Diversity, and Inclusion,* a new League of American Orchestras guide written by **Carmen Corrales** and **Douglas Hagerman**

20 At the League

It's been a year of constant adaptation in the face of dramatic change, but the focus at the League of American Orchestras remains constant: finding ways to help orchestras not just survive but thrive. by **Rebecca Winzenried**

26 Currents

Orchestras raced to put music online in the pandemic as a matter of necessity. Now orchestras must weigh the costs and benefits of streaming, audience expectations, and how to balance in-person and virtual presentations. by **Michael Bronson** and **Joe Kluger**

32 Orchestrating a Better Future

New Audition and Tenure Guidelines from the National Alliance for Audition Support, a collaboration of the League of American Orchestras, the Sphinx Organization, and the New World Symphony, suggest new ways to create more diverse, equitable, and inclusive American orchestras.

36 Restorative Notes

The psychological and financial stresses of the pandemic have underscored the importance of health and wellness for musicians and orchestra staff. Instrumentalists, composers, orchestras, and therapists are stepping up to help their colleagues. by **Michele C. Hollow**

14 Seasons of Change

Orchestras have grappled with the pandemic and sought to confront racial injustice while adopting notably different approaches to the new season. What will the fall orchestra season look like? by **Steven Brown**

52 Catalyzing Change

The League's Catalyst Fund is helping dozens of orchestras build understanding of equity, diversity, and inclusion (EDI) and implement effective EDI strategies. And it's having an impact in communities across the country. by **Heidi Waleson**

61 Advertiser Index

62 League of American Orchestras Annual Fund

64 Coda

Xian Zhang, the New Jersey Symphony Orchestra's music director, on staying connected, diversifying programming, and what the past year revealed about not taking music for granted.

Text marked like this indicates a link to websites and online resources.