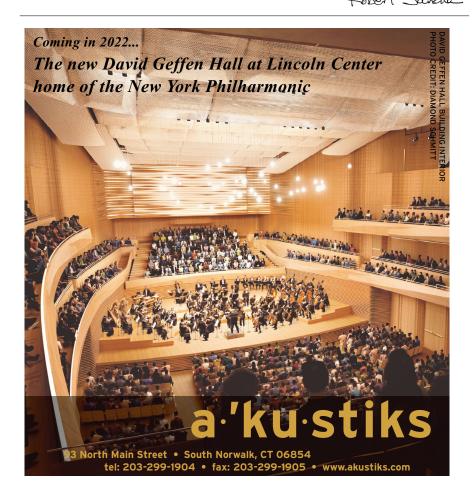
Prelude

hen Russia invaded Ukraine, orchestras everywhere played Ukraine's national anthem and works by Ukrainian composers to demonstrate solidary with the war-torn country. Swift responses to heartbreaking situations are turning up at more and more at orchestras, in ways that go beyond holding fundraisers and playing evocative scores in a show of support. U.S. orchestras are commissioning works that confront tragic events and social injustice in the here and now, from a far more diverse range of composers than before. The scores embrace mourning, protest, lamentation, and rage, and function as rallying cries and as tearful *cris de coeur*.

Music can speak truth to power—but it can also speak *for* the powerful. All those military marches, battle hymns vowing to crush the opposition, jingoistic fanfares—not to mention the heavy ironies of composers like Wagner, whose music aspires to the divine but whose real-life racist and anti-Semitic views were repugnant. Recently, Tchaikovsky's *1812* Overture, written to celebrate Russia's victory over Napoleon, was removed from multiple concert programs because its bombastic cannon fire was deemed inappropriate given the current situation in Ukraine. Yet *1812* is a favorite at America's July 4 orchestra concerts, which celebrate this country's Independence Day. Context is everything.

In this issue, we report on how orchestras are taking action to help refugee musicians who were forced to flee their homelands, the myriad ways that composers are grappling with the environmental crisis, the increasing presence of Black conductors on orchestra podiums, and much more. Some might ask why orchestras—which exist to play music—would venture into the fierce urgencies of now. But orchestras always have. Just ask Tchaikovsky.



Symphony THE MAGAZINE OF THE LEAGUE OF AMERICAN ORCHESTRAS

VOLUME 73, NUMBER 2 / SUMMER 2022

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.

EDITOR IN CHIEF Robert Sandla

MANAGING EDITOR Jennifer Melick

PRODUCTION AND Ginger Dolden

DESIGN

ADVERTISING DIRECTOR Stephen Alter

ADVERTISING ASSOCIATE Ian Dennis

PUBLISHER Simon Woods

PRINTED BY Dartmouth Printing Co.

Hanover, NH

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 member@ americanorchestras.org. 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 member@americanorchestras.org.

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

© 2022 LEAGUE OF AMERICAN ORCHESTRAS

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

WEBSITE

americanorchestras.org

2 Prelude by Robert Sandla

4 The Score

Orchestra news, moves, and events

14 Forward Together

The pandemic has been a time of unprecedented collaborative learning among orchestras. But, says League President and CEO **Simon Woods**, the post-pandemic environment will require orchestras to go further, finding ways to integrate departmental goals and organizational aspirations with new clarity.

18 Board Room

Board chairs of seven California orchestras speak about what they see as today's key issues—for their own orchestras and the field at large. **By Steven Brown**

24 Leading Perspectives

What do orchestra managers need to succeed today? A new book by **Travis Newton**, Orchestra Management Handbook: Building Relationships in Turbulent
Times, offers a guide to a career in this demanding, rewarding profession.

28 Global Assist

Ukraine is only the most recent tragic conflict to create refugees by the millions. Orchestras and others in the classical music community are taking action to help displaced artists as they navigate life away from home. **By Jeremy Reynolds**

36 Songs of the Earth

Climate change is a major focus for composers writing for orchestra. The topic is taking on increased urgency, with a broad swath of new works taking multiple approaches—and even finding reasons for hope. **By Brian Wise**

42 Community, Climate, Composition, Collaboration

The Adelaide Symphony Orchestra's Floods of Fire, a response to Australia's environmental crisis, is the product of a large-scale collaboration. People from multiple backgrounds and groups came together to create the work—and the process may be more important than the result. **By Hugh Robertson**

48 Where Do We Stand?

Conductors of Western classical orchestras have almost all been White men. Few American orchestras put a Black music director on the podium, and many Black musical artists had to head to Europe to build careers. That's changing, but are things moving far enough, fast enough? **By Rosalyn Story**

56 In the Main Stream

Digital efforts are part of the "new normal" for orchestras. But what is the right balance between virtual and in-person music-making? And how does an orchestra turn a concert stream into an income stream? **By Vivien Schweitzer**

61 Advertiser Index

62 League of American Orchestras Annual Fund

64 Coda

American conductor **Hobart Earle**, music director of the Odessa Philharmonic for two decades, offers an insider's perspective on musical life in Ukraine—before and during the Russian invasion.

Throughout this issue, <u>text marked like this</u> indicates a link to websites and online resources.

symphony



4



28



36



42



48



56



64

ABOUT THE COVER

This summer, the Los Angeles Philharmonic welcomes audiences—and the League of American Orchestras 2022 National Conference—to the Hollywood Bowl. Since the Bowl's opening in 1922, it has been a prime destination for live music and an iconic part of the Southern California landscape. Photo: LA Phil