

League of American Orchestras

in collaboration with

Juilliard Extension

presents

ESSENTIALS OF ORCHESTRA MANAGEMENT

New York, New York

July 26-August 4, 2023

Program Overview and Application Guidelines

The League of American Orchestras' *Essentials of Orchestra Management* provides a unique, 10-day immersive experience to prepare current and aspiring orchestra professionals with the tools and mindsets they need to grow as leaders and progress in their careers. Since its current inception in 2000, more than 550 individuals have participated in *Essentials*, including many who now hold key leadership positions in orchestras. The gold standard of orchestra management training, this residential program on the campus of The Juilliard School in New York City provides an in-depth overview of orchestra management, builds career networks, and offers participants an interactive opportunity to build necessary skills and mindsets to become innovative and successful leaders in the arts. Participants will also receive a non-credit Juilliard Extension certificate upon completion.

Led by prominent leaders inside and beyond the orchestra field, including many *Essentials* alumni, the curriculum explores all aspects of orchestra administration and the changing nature of orchestras. *Essentials* also addresses the new values, roles, and practices that are emerging as orchestras evolve, particularly in dealing with the COVID-19 pandemic and calls for racial justice since 2020.

Participants gain an understanding of what constitutes essential work in each of the functional areas of orchestra management in an environment that encourages robust interrogation of norms in our field and new thinking about the future.

Orchestras are focusing more and more on authentic engagement with broad civic concerns, and the art form is increasingly drawing upon today's rich and varied cultural currents to connect with coming generations of audiences. *Essentials*, therefore, explores not only traditional aspects of leadership, strategy, and

governance, but also examines community and equity in its many dimensions as well as orchestras' need to address changing demographics and societal attitudes.

Essentials will introduce participants to the real-life opportunities and challenges that orchestras face today and highlight the creative, adaptive, and community-oriented skills that leaders need to help move their organizations and the field forward. The course includes a capstone problem-solving exercise involving teamwork, research, strategy developing, decision making, and faculty presentation.

As graduates of *Essentials*, participants will be able to:

- Demonstrate basic knowledge of core business and operating practices in American orchestras
- Use critical thinking skills to identify and analyze key strategic challenges of the field
- Thrive in an environment of competing imperatives and multiple stakeholders
- Increase their understanding and awareness of critical issues of equity, diversity, and inclusion in the orchestra field
- Express a deep commitment to the value and purpose of orchestras in our communities
- Develop and apply emergent and responsive leadership skills to engage others and collaborate in problem solving
- Build strong relationships with a wide range of constituents, including staff teams, musicians, audience members, donors, and the general public
- Advance orchestras as diverse and inclusive organizations, while fulfilling their unique role in the cultural context of their communities
- Deepen knowledge of, and appreciation for, orchestral repertoire and performances
- Listen to music with discerning ears and speak about music with deeper understanding and insight
- Cultivate a network of peers, mentors, and resources for continued professional development
- Receive a non-credit Juilliard Extension certificate upon completion

Led by a faculty of currently active orchestra executives and leadership experts, the seminar addresses both theory and practice, integrating the faculty's extensive practical experience and professional knowledge in the course curriculum. Topics will include:

- Artistic Leadership Models
- Artistic Planning
- Development and Fundraising

- Digital and Electronic Media
- Education and Community Engagement
- Equity, Diversity, and Inclusion
- Finance
- Governance
- Human Resources
- Leadership
- Marketing and Communications
- Musicians' Perspective
- Negotiations and Collective Bargaining Agreements
- Operations
- Organizational Culture
- Small-Budget and Start-Up Orchestras
- Strategic Planning
- Virtuosity Listening
- Youth Orchestras

Additional core activities include faculty mentoring, visits with prominent artists and musicians, concert attendance, and excursions to Carnegie Hall and David Geffen Hall.

2023 Core Faculty

- **Scott Faulkner** (Seminar Director) Principal Bass, Reno Philharmonic & Reno Chamber Orchestra; Former Executive Director, Reno Chamber Orchestra
- **Jennifer Barlament**, Executive Director, Atlanta Symphony
- **Alex Laing**, Principal Clarinet, The Phoenix Symphony

2023 League Leadership

- **Simon Woods**, President and CEO
- **Caen Thomason-Redus**, VP, Inclusion and Learning
- **David Styers**, Director, Learning and Leadership Programs

2023 Juilliard Leadership

- **John-Morgan Bush**, Dean of Juilliard Extension, The Juilliard School

2023 Guest Faculty will include:

Lisa Brown Alexander, President and CEO, Nonprofit HR

Marlah Bonner-McDuffie, VP of Development, League of American Orchestras

Michelle Miller Burns, President and CEO, Minnesota Orchestra

Rosina Cannizzaro, Executive Director, Vermont Youth Orchestra Association

Patrick Castillo, VP, Artistic Planning, NY Phil

Gary Ginstling, Executive Director, New York Philharmonic

Doug Hagerman, Board Chair, League of American Orchestras

Sarah Johnson, Chief Education Officer, Carnegie Hall

Eun Lee, Founder and Executive Director, The Dream Unfinished: An Activist Orchestra

Anwar Nasir, Executive Director, Louisiana Philharmonic

Heather Noonan, VP, Advocacy, League of American Orchestras

Kim Noltemy, CEO, Dallas Symphony Orchestra

Gary Padmore, VP, Education and Community Engagement, New York Philharmonic

Doris Parent, VP of Inclusion, Diversity, Equity, and Access Strategies (IDEAS) and Strategic Partnerships

Faith Raiguel, Former CFO, LA Opera; Board Member: Idyllwild Arts, Silk Road, Street Symphony

Bill Thomas, Former Executive Director, New York Philharmonic

Michelle Zwi, Operations and Touring Manager, Philadelphia Orchestra • Executive Director, Penn Med Symphony

The goals the *Essentials* faculty has set for the program are:

- **Serve** as a platform for the development of future orchestra leaders
- **Envision** orchestras as they look to the future
- **Deepen** the knowledge and skills of the people in the field
- **Engage** individuals to be thought leaders and agents of change
- **Connect** orchestra professionals to one another
- **Inspire** life-long careers in, and dedication to, orchestras
- **Strengthen** orchestras as they carry out their missions

Program Tuition: \$3,850

Tuition covers 10 days of instruction and housing for up to 11 nights on The Juilliard School campus, and concert tickets. Residency on site is required. Each participant will be responsible for covering their own costs of travel and most meals. Participants are expected to commit to all 10 days of the seminar and attend all sessions and associated events. Partial attendance is not permitted: participants will receive a non-credit Juilliard Extension certificate upon completion.

We will have a Zoom welcome on introductions on Tuesday, July 11, 2023 from 1:00-2:30 p.m. The program will begin at Juilliard with lunch on Wednesday, July 26 at 12:00 noon and conclude on Friday, August 4 at 7:00 p.m. following dinner.

Accommodation is provided in single-occupancy bedrooms with shared private bathrooms and lounge space in the Meredith Willson Residence Hall on The Juilliard School campus. Check-in is on Tuesday, July 25 or Wednesday, July 26; check-out on Friday, July 4 or Saturday, August 5.

Note: Applicants will be notified by Tuesday, April 25, 2023. If accepted into the *Essentials Class of 2023*, a non-refundable tuition deposit of \$1,000 will be due immediately. The tuition balance will be due by Tuesday, July 11, 2023.

Application Instructions

[Apply online](#)

Application deadline: Tuesday, March 21, 2023

In a highly competitive application process, up to 36 participants will be selected based on demonstrated experience, potential, commitment to serving American orchestras, and motivation and goals for participating in this professional development seminar. Early and mid-career professionals, musicians, career changers, and students are eligible to apply, as well as experienced administrators who wish to expand and deepen their knowledge base in all aspects of an orchestral organization. The League especially invites applicants from backgrounds that have been historically underrepresented in the orchestral field. Program applicants will receive a one-year professional membership to the League of American Orchestras, as well as the super early bird discounted registration rate to the League's National Conference in Pittsburgh, June 14-16, 2023.

Applicants must complete an online application with following requirements:

REQUIREMENTS: 1) Medical insurance and 2) COVID vaccination protocols and requirements for Juilliard will be announced in the spring

Please upload the below materials with your application. Text documents should be in pdf format. Applications that exceed the stated page/word/duration limits will not be considered.

1. Resume (1-2 pages)

2. Biography (up to 250 words)

3. Personal Video Statement

- 1-2 minutes maximum (do not exceed)
- Using your phone to make the video is perfectly acceptable: it is the content not the production values that we are evaluating
- Tell us your story and inspire us
- Why do you love the work you do and/or the work of orchestras?
- Why do you think attending *Essentials of Orchestra Management* would benefit your career at this time?
- What do you hope to learn or experience through the program?

4. Personal Written Statement

- 500 words maximum
- Name both an opportunity as well as a challenge facing YOUR ORCHESTRA (or the American orchestra FIELD) and why these matter.

5. Einstein is quoted as having said, “If I had an hour to solve a problem I’d spend 55 minutes thinking about the problem and five minutes thinking about solutions.” What are three important questions you have about the future of the orchestra field?

6. References

- Please share the name and contact information of two references.

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americanorchestras.org

7. Financial Aid (optional)

- A limited number of need-based tuition awards are available for **U.S. citizens and Permanent Residents only**. Please submit your 2022 tax return (if not available, your 2021 tax return is acceptable). All information will be kept confidential.

8. Pay the \$60 application fee.

Only fully complete applications will be considered. All submitted materials become the confidential property of the League of American Orchestras and will not be returned. Applicants will be notified by Tuesday, April 25, 2023. Please note that the application fee is nonrefundable.

Questions

Please contact David Styers, Director of Learning and Leadership Programs, at dstyers@americanorchestras.org or 646 822 4033.

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