

League of American Orchestras

in collaboration with

Juilliard Extension

presents

ESSENTIALS OF ORCHESTRA MANAGEMENT

New York, New York

July 24-August 2, 2024

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 600 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 individual reflection and sharing with peer groups as well as open discussion and personal commitments.

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 professionals and leadership experts, *Essentials* addresses both theory and practice, integrating the faculty's extensive practical experience and expert knowledge in the course curriculum. Topics will include:

- Artistic Leadership and 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 and Production
- Organizational Culture
- Small-Budget and Entrepreneurial Orchestras
- Strategic Planning
- Virtuosoic Listening

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

2024 Faculty Leadership

- **Scott Faulkner** (Faculty Director) Principal Bassist, Reno Philharmonic & Reno Chamber Orchestra; Former Executive Director, Reno Chamber Orchestra; Director, League Alumni Network
- **Laura Reynolds**, VP, Impact and Innovation, San Diego Symphony
- **John McCann**, Founder and President, Partners in Performance

2024 League Leadership

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

2024 Juilliard Leadership

- **John-Morgan Bush**, Dean of Juilliard Extension, The Juilliard School
- **Alex Jackson**, Special Projects Coordinator, The Juilliard School
- **Isabella Wang**, Operations Lead, The Juilliard School

2024 Guest Faculty will include (additional faculty will be added):

- **Lisa Brown Alexander**, President and CEO, Nonprofit HR
- **Jennifer Barlament**, Executive Director, Atlanta Symphony Orchestra
- **Michelle Miller Burns**, President and CEO, Minnesota Orchestra
- **Doug Hagerman**, Board Chair, League of American Orchestras
- **Jonathon Heyward**, Music Director, Baltimore Symphony Orchestra; Chief Conductor, Nordwestdeutsche Philharmonie; Renée and Robert Belfer Music Director, Lincoln Center's Summer Orchestra
- **Joe Kluger**, Principal, WolfBrown
- **Alex Laing**, Executive Director, Gateways Music Festival; Principal Clarinetist, The Phoenix Symphony
- **Eun Lee**, Associate Director, Programming and Programming Strategy, Lincoln Center for the Performing Arts; Founder and Executive Director, The Dream Unfinished: An Activist Orchestra
- **Najean Lee**, Director, Government Affairs and Education Advocacy, League of American Orchestras
- **Anwar Nasir**, Executive Director, Louisiana Philharmonic
- **Kim Noltemy**, CEO, Dallas Symphony Orchestra
- **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
- **Alexa Smith**, Senior Director, Anti-racism, Equity, and Belonging, The Public Theater
- **Bill Thomas**, Former Executive Director, New York Philharmonic
- **Michelle Zwi**, Operations and Touring Manager, Philadelphia Orchestra • Executive Director, Penn Med Symphony

The goals of *Essentials* 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: \$3,960

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. **Full and partial scholarships based on financial need are available.**

Participants are expected to commit to all 10 days of the program 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 for introductions on Wednesday, July 10, 2024 from 3:00-4:30 p.m. Eastern. The program will begin at Juilliard with lunch on Wednesday, July 24 at 12:00 noon and conclude on Friday, August 2 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 afternoon, July 23 or Wednesday, July 24; check-out on Friday, July 2 or Saturday morning, August 3.

Note: Applicants will be notified by Thursday, April 25, 2024. If accepted into the *Essentials* Class of 2024, a non-refundable tuition deposit of \$1,000 will be due immediately. The tuition balance will be due by Wednesday, July 10, 2024.

Application Instructions

Apply online

Application deadline: Thursday, March 14, 2024

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 program. 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. All program applicants will receive a one-year professional membership to the League of American Orchestras.

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 (currently there are none)

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 while answering the following questions:
 - 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

- 450 words maximum
- Name one opportunity and one challenge facing American orchestras (or if applicable, your orchestra in particular). Why are these important to you and to the field?

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.

7. Financial Aid (optional)

- Scholarship monies are available for need-based tuition awards for **U.S. citizens and Permanent Residents only**. Please submit your 2023 tax return (if not available, your 2022 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 Thursday, April 25, 2024. 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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