

League of American Orchestras
in collaboration with
Juilliard Extension
Presents

ESSENTIALS OF ORCHESTRA MANAGEMENT

New York, New York
July 22-31, 2025

Empowering Orchestra Leaders for the Future

The League of American Orchestras' *Essentials of Orchestra Management* is a transformative, ten-day professional development program designed to equip early and mid-career orchestra leaders with the tools, knowledge, and confidence to excel as leaders and catalysts for change. The program provides participants with the opportunity to:

1. Learn key skills and gain insights into orchestras and their role in society

Essentials offers crucial insights into the key functions and constituencies within American orchestras, emphasizing their unique roles and interconnectedness. It offers a collaborative and reflective environment to consider orchestras' societal impact, while inspiring participants to envision innovative pathways to the future.

2. Join a dynamic network of professionals

Essentials connects participants with a diverse cohort of talented early and mid-career professionals. Participants come together to exchange ideas, share experiences, and build lasting relationships during the immersive ten-day experience that continue for years to come through the League Alumni Network.

3. Build their leadership capacity to strengthen orchestras

Through a distinguished and diverse faculty and the sharing of effective practices, participants develop core leadership strategies to foster collaboration, navigate challenges, and implement successful change to ensure orchestras are vibrant, relevant arts organizations.

Program Overview and Application Guidelines

Since its inception in 2000, *Essentials* has prepared 637 current and aspiring orchestra professionals with the tools and mindsets they need to grow as leaders and progress in

their careers, 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.

Orchestras are increasingly focusing on authentic civic and community engagement, as the art form draws upon today's rich and varied cultural currents to connect with new and diverse audiences. *Essentials* explores not only tried and trusted 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 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
- Articulate the value and purpose of orchestras in our communities
- Build strong relationships with a wide range of constituents, including staff teams, musicians, audience members, donors, and the general public
- Deepen knowledge of orchestras as diverse and inclusive organizations, fulfilling their unique role in the cultural context of their communities
- Cultivate a network of peers, mentors, and resources for continued professional development
- 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 and addresses both theory and practice, integrating the faculty's extensive practical experience and expert knowledge in the course curriculum. *Essentials* also addresses the new values, roles, and practices that are emerging as orchestras evolve. Participants gain an understanding of the key functions of orchestra management, while engaging in robust interrogation of norms in our field and new thinking about the future. Topics include:

- Artistic Leadership and Planning
- Development and Fundraising
- Education and Community Engagement

- Equity, Diversity, and Inclusion
- Finance
- General Management
- Governance
- Human Resources
- Leadership
- Marketing, Communications, and Media
- Musicians' Perspective
- Negotiations and Collective Bargaining Agreements
- Operations and Production
- Organizational Culture
- Small-Budget Orchestras
- Strategic Planning

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

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, Vice President, Impact and Innovation, San Diego Symphony

John McCann, Founder and President, Partners in Performance

LEAGUE LEADERSHIP

Simon Woods, President and CEO

Caen Thomason-Redus, Vice President, Inclusion and Learning

David Styers, Director, Learning and Leadership Programs

Maria Martini, Meetings Manager

JUILLIARD LEADERSHIP

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

Alex Jackson, Special Projects Coordinator, The Juilliard School

GUEST FACULTY (as of 1/15/2025)

Lisa Brown Alexander, Senior Manager Partner, Nonprofit Practice, OneDigital & Founder, Nonprofit HR

Jennifer Barlament, Executive Director, Atlanta Symphony Orchestra

Michelle Miller Burns, President and CEO, Dallas Symphony Orchestra

Vince Ford, Senior Vice President, Digital Strategy and Innovation, Curtis Institute of Music

Doug Hagerman, Immediate-Past Board Chair, League of American Orchestras

Christopher Harrington, President and CEO, Ordway Center for the Performing Arts

Rei Hotoda, Music Director and Conductor, Fresno Philharmonic Orchestra

Ann SunHyung Kim, Director, KD SCHMID

Christina Littlejohn, Executive Director, Arkansas Symphony Orchestra

Katie McGuinness, Chief Artistic Officer, Dallas Symphony Orchestra

Anwar Nasir, Executive Director, Louisiana Philharmonic Orchestra

Heather Noonan, Vice President of Advocacy, League of American Orchestras

Jessica Phillips, Musician, Metropolitan Opera

Faith Raiguel, Former CFO, LA Opera; Board Member, Ojai Music Festival and Silk Road

Alexa Smith, Associate Artistic Director, The Public Theater

Matías Tarnopolsky, President and CEO, New York Philharmonic

Bill Thomas, former Chief Operating Officer, New York Philharmonic

Michelle Zwi, Director of Orchestra Operations and Touring, Philadelphia Orchestra

Program Tuition: \$4,055

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 Tuesday, July 15, 2025, from 3:00-4:30pm Eastern. The program will begin at Juilliard with lunch on Tuesday, July 22 at 12:00pm noon and conclude on Thursday, July 31 at 6:30pm 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 Monday afternoon, July 21 or Tuesday, July 22; check-out on Thursday, July 31 or Friday morning, August 1.

Note: Applicants will be notified by Thursday, April 3, 2025. If accepted into the *Essentials* Class of 2025, a non-refundable tuition deposit of \$1,000 will be due immediately. The tuition balance will be due by Tuesday, July 15, 2025.

Application Instructions

Apply online

Application deadline: Tuesday, February 18, 2025

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:

REQUIREMENT: Medical insurance and compliance with any health and safety measures that may arise

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. 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?

2. Personal Written Statement, Part 1

- 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?

3. Personal Written Statement, Part 2

- 450 words maximum
- Share a life experience or perspective that has affected who you are today and your desired impact on the orchestral field.

4. Resume (2 pages maximum)

5. Biography (up to 250 words)

6. 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?

7. Financial Aid (optional)

- Scholarship monies are available for need-based tuition awards. Please submit your 2024 tax return (if not available, your 2023 tax return is acceptable). All information will be kept confidential.

8. Pay the \$65 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 3, 2025. Please note that the application fee is non-refundable.

Questions

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

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