

*Harmony*TM

FORUM OF THE SYMPHONY ORCHESTRA INSTITUTE

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Institute Activities During 1998



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Institute Activities During 1998

The year just completed was one of solid advancement toward the objectives and aims of the Institute. During the year, we printed and distributed more than 15,000 copies of *Harmony* reaching primarily board, staff, and orchestra members in nearly 225 orchestra organizations, particularly targeting those persons occupying leadership roles. The contents of the sixth and seventh issues of *Harmony* included eight significant independent essays and reports, two book reviews, and a special set of reports and essays on the topic of women in leadership roles in symphony organizations.

During the year, academicians sponsored by the Institute completed organizational studies at two symphony institutions, adding to the Institute's fund of knowledge about symphony organizations and how they operate. Early in 1998, the Institute commenced an organization improvement program, working through process consultation with the constituencies of the Philadelphia Orchestra Association, and guided by the Institute's statement of beliefs and principles for such consultations as published in the sixth issue of *Harmony*. We anticipate that such efforts will advance the organizational health of the institutions served, as well as contribute to the development of a methodology for organizational improvement from which other symphony institutions and consultants may draw.

Progress was slow during 1998 on the two research programs the Institute is pursuing. In the Conductor Evaluation Data Analysis Project (CEDAP), efforts are still underway to develop distinct, useful, and reliable factual data about orchestras and conductors for the ten-year period under study. As to the project of Dr. John Breda, dealing with the comparative distress of orchestral musicians and related conditions, an analysis of the data collected by Dr. Breda is continuing and hopefully findings will be determined in 1999.

In the Fall 1998 issue of *Harmony*, we acknowledged almost 300 persons who in some way have helped the Institute become a catalyst for positive change in North American symphony organizations. This list included the executive directors of 103 organizations whom we thanked on behalf of their organizations and who helped the Institute exceed its goal of 100 supporting organizations for the year.

The list also included 16 active participants or close observers of symphony organizations who agreed to serve on the Institute's Board of Advisors for one-year terms beginning in mid-1998, including 12 who had not previously been

affiliated with the Institute's efforts. We are grateful for their support, and we value the advice of this special group of Institute enthusiasts.

Lastly, as of the end of 1998, we can identify at least eight prominent symphony organizations in which there have occurred, or are occurring, distinct, significant departures from traditional or past behavioral and decision-making practices, working toward improved organizational health and greater effectiveness. In many cases, these steps are modest, but they are in the right direction, and they appear to be giving those involved the courage to move forward and take much bigger steps. These changes are of course within the goals of the Institute, and thus we feel 1998 was a year of special progress and promise.