

*Harmony*TM

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The Governance of the Symphony Orchestra Institute



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The Governance of the Symphony Orchestra Institute

Board of Advisors

The Board of Advisors of the Institute is composed of up to 18 active or former participants in, or close observers of, symphony orchestra organizations, with terms running through June 30, 1999. The board will normally include symphony organization board members, executive directors, orchestra members, and other orchestral organization participants and close observers, in about even proportions, and representative of various organizational sizes and locations. Although the Institute may make exceptions, the board will normally not at any one time have more than one member affiliated or formerly affiliated with the same symphony orchestra organization, and, in order better to assure independence of view, will not normally have a member who is also in an executive role with an industry group or association. Advisors have the following duties:

- ◆ Volunteer ongoing advice as to the general direction, programs, and policies of the Institute, and critique specific questions, ideas, and proposals.
- ◆ Foster greater awareness of positive organizational change and advances in the effectiveness of symphony orchestra organizations.
- ◆ Promote an interest in and support of the Institute and its programs.

Members of the 1998-1999 Board of Advisors are as follows:

Carter R. Buller

Carter Buller is a senior partner in Montgomery, McCracken, Walker & Rhoads, LLP, a Philadelphia law firm, for which he served as chairman from 1992 to 1996. Additionally, he presently serves as a member of the boards of trustees of Jefferson Health System, Thomas Jefferson University Hospital, and as chairman of the hospital's finance committee. During 1997 and early 1998, Carter served as the chair of the Philadelphia Orchestra Millennium Task Force. Carter is a graduate of the Woodrow Wilson School of Public and International Affairs at Princeton University, and received his J.D. degree from the Yale University Law School. He lives in Philadelphia with his wife, Jo Ann, and has two grown children.

Jon Deak

Jon Deak, a well-known American composer who has been composer-in-residence at the Colorado Symphony, is also the associate principal bassist and creative education associate for the New York Philharmonic. He was awarded a bachelor's degree in music from the Juilliard School, a master's degree in music from the University of Illinois, and, as a Fulbright Scholar, completed his graduate study at the Conservatorio di Santa Cecilia in Rome. His compositions have been performed at music festivals around the world, and by a number of major symphony orchestras and chamber groups nationwide. Jon's commissions include a two-act opera for the 20th Century Consort Chamber Group and works for the Colorado Symphony and the New Jersey Symphony Orchestra. His Concerto for Contrabass and Orchestra ("Jack and the Beanstalk") was nominated by the National Symphony for the 1990 Pulitzer Prize. Jon is an avid mountaineer, and is active in bringing new music to young people. He has been teaching in the Denver and New York City public schools, where he is developing a technique for allowing elementary and middle school children to compose directly for the symphony orchestra. Some of the results have already been broadcast on national television.

Ann L. Drinan

Ann Drinan has been a violist with the Hartford Symphony since 1980. She served on the orchestra committee in the late 80s, and has been the Regional Orchestra Players' Association (ROPA) representative for the orchestra since 1989 and a board member since 1992, serving on the executive, marketing, and long-range planning committees. In 1997, she was elected vice president of ROPA. When not playing with the orchestra and attending board meetings, Ann tends her own business as a technical writer, developing documentation, on-line help systems, and programming specifications for computer software companies. Ann received a bachelor of arts in music from the University of Wisconsin, Madison, and a master of arts in international relations from Yale University. She lives in Connecticut and New York City, with her husband, Algis Kaupas, a sound recordist for film and television.

Karen Faaborg

Karen Faaborg is a professor of arts administration at the University of Cincinnati College-Conservatory of Music, and co-director of the graduate program in arts administration. She received her B.A. in English from the University of Kentucky, her M.A. in theater from Miami University, and her J.D. from the University of Cincinnati. Using both her legal and performing arts training, as well as her professional background in educational theater and community arts, she focuses on the organizational and personnel issues facing arts organizations, and the policy and legal environment for the arts. In addition, she also serves as a consultant and advisor to professional arts organizations in these areas. Karen is married to Robert Faaborg, an associate professor of philosophy at the University of Cincinnati. They live in the Cincinnati area.

Paul Ganson

Paul Ganson received a bachelor of arts in English literature from the University of Michigan, after which he began his career as a bassoonist. Since 1969, he has been assistant principal bassoon for the Detroit Symphony Orchestra. He also served as the founding administrator of the Detroit Symphony Youth Orchestra during its creation and the first two years of its existence. In addition, he has been active with Save Orchestra Hall, Inc., since its inception in 1970, serving as president until 1989, when the Detroit Symphony Orchestra returned home to Orchestra Hall, 50 years after leaving it. Paul has played bassoon internationally, playing with the City of Belfast Orchestra, the Northern Ireland Grand Opera Association, and the BBC Northern Ireland Orchestra, with which ensemble he recorded for broadcast Mozart's Concerto No. 1 in B-flat Major for Bassoon and Orchestra, K. 191. While working towards his master of arts degree, Paul served as principal bassoon with the Toledo Symphony, and as second bassoon with the Dallas Symphony. Having completed his master's degree at the University of Michigan, he complemented his musical activities in Dallas by teaching English part time at Southern Methodist University.

Julie Haight

Julie Haight received her bachelor's degree in music education from the University of Iowa, after which she joined the Minnesota Orchestra. After serving in the artistic and marketing areas, she returned to school to earn an M.B.A. from the University of St. Thomas (St. Paul). She then joined a governmental agency, but came back to the Minnesota Orchestra as an assistant to the personnel manager. She was recently appointed personnel manager of the Minnesota Orchestra. Julie was the chairperson of the Orchestra Personnel Manager's Association for 1997 and 1998. Julie and her husband, Tom Curran, live in the Minneapolis area.

Shirley Helzberg

Shirley Helzberg has been involved with the Kansas City Symphony for several years. She joined the board in 1992, and has served as president since May 1995. She also serves as president of the Heart of America Shakespeare Festival, and as the chairman of Della Lamb Community Services. In addition, she is currently on the boards of several cultural, educational, and philanthropic foundations in Kansas City and nationwide, including trustee of the Nelson-Atkins Museum of Art, the State Ballet of Missouri, the Starlight Theater Association of Kansas City, the Kansas City Art Institute, the Friends of the Kansas City Zoo, the National Council of the Aspen Music Festival and School, and the Kansas City Chapter Brandeis University National Women's Committee. Shirley pursued a career in radio advertising and broadcasting in California prior to turning her energies to philanthropy. She has two children and lives with her husband, Barnett, outside of Kansas City.

Mark Jamison

Mark Jamison joined the Kitchener-Waterloo Symphony Orchestra in 1996 as managing director. Educated in music at the University of Toronto, Mark has enjoyed two careers. He spent a decade as a double bass player with the orchestras of Quebec, Hamilton, Toronto, and London. Then, following business studies at Ryerson University, Mark began a second career as an association executive with trade, business, and education organizations. He has served on a number of arts and community volunteer Boards. Immediately prior to his appointment in Kitchener, Mark was executive vice president of the Royal Conservatory. In addition to his KWS duties, Mark also oversees the Canadian Chamber Ensemble (made up of the principals of the KWS) and the Kitchener-Waterloo Youth Orchestra. Mark lives in the Toronto area with his wife, Jill Vitols, a prominent freelance cellist, and their two children. The entire family is active in Waldorf (Steiner) education and related societies.

Rebekah Lambert

Rebekah Lambert has been the executive director of the Eugene Symphony since early 1996, prior to which she served as the executive director of the Symphony of Southeast Texas, and as orchestra manager of the Honolulu Symphony. She also participated in the American Symphony Orchestra League's Orchestra Management Fellowship program with internships at the Canton (Ohio) Symphony, the Indianapolis Symphony, and the New York Philharmonic. A native of southern California, Rebekah received her bachelor of music in cello performance from the University of California at Santa Barbara, spending her junior year at the G. B. Martini Music Conservatory in Italy. She received a master's degree in management from the Yale School of Management.

Justine LeBaron

Justine LeBaron has been a french hornist with the Florida Orchestra since 1974. An active member of the musicians' committee for the past six years, she serves on the orchestra's board of trustees and has been a member of three negotiating committees, and the board's education, marketing, and executive committees. Teaching has also been a priority throughout her career, beginning with public school instrumental music in New York. She received her bachelor of science from the State University of New York–Potsdam, and a master's degree in education from the University of Florida at Gainesville. She has taught at Stetson University and currently serves on the faculty of Florida Southern College. Justine lives in Tampa with her husband, Don Owen, also a member of the Florida Orchestra and a professor of trumpet at the University of South Florida.

David Alan Miller

David Alan Miller has been the music director and conductor of the Albany Symphony Orchestra since June 1992, prior to which he served as assistant and then associate conductor of the Los Angeles Philharmonic. During his years of working with orchestras, David has initiated several programs for schools, youth orchestras, and young musicians. He served for several years as the music director

of the New York Youth Symphony. In 1996, his fresh approach to drawing new audiences into symphony halls garnered front page coverage in the *Wall Street Journal*. He has also conducted several recorded concerts, including the world premiere in Los Angeles of Mel Powell's "Duplicates, Concerto for Two Pianos," which won the 1990 Pulitzer Prize. David received his bachelor of arts in music from the University of California at Berkeley and his master's degree in orchestral conducting from the Juilliard School. He lives in suburban Albany with his wife and two children.

Victor Parsonnet

Victor Parsonnet, M.D., is an undergraduate of Cornell University and received his medical degree from New York University. An accomplished surgeon and researcher, and a pioneer in the development of cardiac pacing, he also has gained international renown in the field of vascular and cardiovascular surgery. He has served on several editorial boards and holds five patents. As a recognized expert and lecturer in his field, he has authored a wide range of articles, books, book chapters, medical tapes, teaching films, and exhibits. Victor has served in numerous capacities in many professional organizations and societies, including trustee of the American College of Cardiology. Through his avocational interest in symphonic music, he became chairman of the board of the New Jersey Symphony Orchestra in 1991, and continues to serve in that capacity. Victor lives in New Jersey with his wife, Mia, who is also a physician; the Parsonnets have three grown children and five grandchildren.

Ronald Schneider

Ron Schneider became a member of the Pittsburgh Symphony Orchestra in 1978. He grew up in Boston, where his father was a violinist with the Boston Symphony Orchestra. He started his musical training on the violin, switching to the horn at age 15. He attended the Eastman School of Music, where he earned a bachelor's degree in music, and he then did graduate work at Northwestern University. Ron has been an active participant in Pittsburgh chamber music groups, and has performed as a soloist with the Pittsburgh Symphony on several occasions. He has taught at Penn State, Duquesne University, and Chatham College. He has also been active as an orchestra representative to the Pittsburgh Symphony board and is currently chair of the orchestra committee. He and his wife Debra reside in suburban Pittsburgh with their two daughters and two golden retrievers.

Ward Smith

Ward Smith received his bachelor's degree from Harvard College in 1952, and his law degree from the University of Buffalo in 1955. Since then, he has served on the board of directors of several educational, cultural, and philanthropic organizations, including Case Western Reserve University and the American Symphony Orchestra League, of which he is vice chairman. Presently he is chairman, past president, and a trustee of the Musical Arts Association which operates the Cleveland Orchestra. A former reserve officer in the United States Navy, Ward lives in the Cleveland area with his wife, Gretchen.

S. Frederick Starr

Fred Starr, former president of Oberlin College, chairs the Knight Foundation's symphony initiative. At present he is planning a new university in Tajikistan for the Aga Khan, and chairing a new center on Central Asian studies at Johns Hopkins University's School of Advanced International Studies. In addition, Fred, who resides in the Washington, DC, area, is a clarinetist. He records and tours with the Louisiana Repertory Jazz Ensemble of New Orleans, the first jazz band to appear at the Grammy Awards, and an ensemble which regularly performs with symphony orchestras.

Mark Volpe

Mark Volpe was appointed managing director of the Boston Symphony Orchestra in September 1997, following six years as executive director of the Detroit Symphony Orchestra. Previously, he was the vice president and general manager of the Minnesota Orchestra and the Baltimore Symphony Orchestra. Mark obtained his juris doctor cum laude from the University of Minnesota Law School in 1983. He received his bachelor's degree in music with a major in clarinet performance from the Eastman School of Music in 1979, and did graduate work at the Indiana University School of Music. He holds an honorary degree from the New England Conservatory, where he also sits on the Board of Overseers. He is also a member of the recommendation board of the Avery Fisher Prize Program and is on the board of directors of the National Arts Stabilization. Mark and his wife, Martha, have two children and live in the Boston area.

Board of Directors

The Board of Directors of the Institute is composed of up to seven persons who have legal and fiduciary responsibilities for the Institute, and who oversee its management and direction as an Illinois not-for-profit corporation. Members of the Board of Directors are as follows:

Paul V. Boulian

Paul Boulian received a B.S. in electrical engineering and an M.S./M.B.A. from the University of California at Irvine, followed by a Ph.D. in organizational behavior from Yale University. He was employed by Cummins Engine Company from 1974 to 1983, where he became director of organization effectiveness and corporate training and development. At Cummins, Paul and his staff led efforts to develop high performance work systems throughout a global organization. After his employment at Cummins, Paul became an organizational consultant where his work has focused on assisting organizations to improve their performance and increase the security of employees. He has worked extensively in the areas of strategy, leadership, and team development, and the implementation of broad-based and accelerated change processes. In unionized settings, he has developed joint labor-management processes as a key vehicle for guiding and leading improvement efforts. Paul and his family live in Connecticut.

Henry Fogel

Prior to joining the Chicago Symphony Orchestra in 1985, Henry Fogel served in an executive capacity with both the National Symphony Orchestra and the New York Philharmonic. As president of the Chicago Symphony, and thus its chief professional manager, Henry oversees the operations of a variety of groups associated with the orchestra. Henry is also involved with several arts organizations, both locally and nationally, and has served as the only non-British member of a funding practices committee for London orchestras. In addition, Henry is a regularly published record reviewer and radio producer. Henry has acted as producer and broadcast host for more than 100 radiothons for more than 25 orchestras, having conceived the first radio fundraising marathon for an orchestra while working as vice president and program director for a radio station in Syracuse. A native of New York City, Henry received his education at Syracuse University, and lives in the Chicago area with his wife, Frances.

Paul R. Judy

Paul Judy graduated from Harvard College, served as an officer in the U. S. Marine Corps, and received an M.B.A. from Harvard. In 1958, he joined the Chicago investment banking firm A. G. Becker & Co., becoming president and chief executive in 1967, serving in that capacity until 1978, and retiring from the firm in 1981. Between 1981 and 1994, he served as a professional director of a number of public and private corporations. During his business career, Paul was active with a range of civic and charitable organizations serving as a trustee of Chicago Symphony Orchestra, Northwestern University, Carnegie Hall Society, Financial Accounting Foundation, and the Field Foundation of Illinois. After many years as a volunteer with the Chicago Symphony, Paul served as president for a term and was elected a life trustee. In anticipation of retiring as a professional director, Paul undertook an evaluation of the need for and potential of a nonprofit research and educational foundation dedicated to improving the effectiveness of symphony orchestra organizations. In 1995, he founded the Symphony Orchestra Institute and has since been devoting full time to the development and funding of that institution. Paul resides in the Chicago area with his wife, Mary Ann, and has four children and six grandchildren.

H. Debra Levin

H. Debra Levin received a bachelor's degree from Cornell University and an L.L.D degree from Harvard Law School, after which she joined the Chicago law firm of D'Ancona & Pflaum. She became a partner in 1982. Debra's practice centers on estate planning and probate, employee benefits and ESOPs, and charitable organizations. Debra has been counsel to the Symphony Orchestra Institute since its founding. Debra is married to Anthony M. Kotin, M.D., who is the national medical director of Prudential Insurance. They have two sons and reside in Chicago.

Richard L. Thomas

Dick Thomas is retired chairman and a former director of the First Chicago NBD Corporation and its principal subsidiary, the First National Bank of Chicago, where he was employed for 38 years. He also serves as a director of several other corporations. A past chairman and life trustee of the Chicago Symphony Orchestra, he is also a trustee of many charitable and civic organizations. Dick received a bachelor of arts degree from Kenyon College, followed by study as a Fulbright Scholar in Copenhagen, and service with Army Intelligence in Iceland. After receiving an M.B.A. from Harvard, he entered the banking industry. Dick is a founding director of the Institute. He lives with his wife, Helen, in the Chicago area.

Frederick Zenone

Fred Zenone has been a member of the cello section of the National Symphony since 1969, before which he was a member of the Chamber Symphony of Philadelphia. Throughout his career he has been an advocate for musicians and symphonic music, serving as chairman of the International Conference of Symphony and Opera Musicians (ICSOM), co-chair of the orchestra panel of the National Endowment for the Arts, a board member of the American Symphony Orchestra League, and in many other positions. Fred and his wife, Pat, live in the Washington, DC, area.