

# *Harmony*<sup>TM</sup>

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## Institute Activities During 1997



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## Institute Activities During 1997

In our second calendar year of operation, the Institute accomplished a great deal!

On the research front, we published Arthur Brooks' doctoral research findings as the first of the Research Studies Series under the title: "Improving the Orchestra's Revenue Position: Practical Tactics and General Strategies." Dr. John Breda completed the collection of data relating to musicians' psychological distress in the orchestral workplace and, with Dr. Leonard Doerfler, is developing findings which should be disseminated in 1998. With the consent of the International Conference of Symphony and Orchestra Musicians, the Institute began an analysis of conductor evaluation data provided by ICSOM orchestra players over the last decade. This analysis will determine what insights and conclusions might be available from such data. Other proposed research projects were being evaluated as of year end.

In our publishing program, beyond the Brooks research study, the spring and fall issues of *Harmony* were met with enthusiasm. These issues' content filled more than 200 pages and included 14 separate essays or reports by 12 authors, and contributions from more than 20 other industry participants or close observers. Some 12,000 copies of these issues were distributed to employees and volunteers in symphony organizations—more than 6,000 copies to board members, other volunteers, and staff employees, and the balance to orchestra players. Copies were distributed to approximately 1,500 individuals in academic institutions, symphony and other related trade and service associations, media organizations, charitable foundations, government arts agencies, and various business and professional groups.

In early summer 1997, under the sponsorship of the Institute, and working cooperatively with leaders and other participants of an important Midwest symphony organization, a professor trained in organization analysis and change interviewed many individuals and observed a number of group meetings to learn how the organization was structured and functioning. With the benefit of this experience, the Institute moved forward with its "ODR" program, placing a few highly selected academic scholars or teams specializing in "organization development" in "residency" with a few highly selected symphony organizations. Two residencies were under way as of year end. The primary goal of the ODR program is to permit resident academics to observe and learn firsthand how a particular symphony institution is organized and functioning, and, through reading, discussion, networking, and the application of general organizational

theory and experience, to identify and illuminate generic organizational patterns and processes being followed in North American symphony organizations, and to determine how these patterns and processes impact institutional effectiveness.

As the year closed, the Institute was also exploring the possibility of sponsoring facilitated change programs within selected organizations. Over time, it is expected that various organizational observation and consultation projects will help the Institute develop methodologies of organizational analysis and change which can be adapted to specific organizational settings, disseminated broadly, and which can contribute generally to improved organizational effectiveness.

In January 1997, the Institute established a small office in Evanston, Illinois. By year end, operations were settled in, records and files organized, and publications stored. In late October, the Institute completed a Web site with the Internet address of [www.soi.org](http://www.soi.org). Extensive background information about the Institute has been posted there, including the primary content of the first three issues of *Harmony* and the complete and regularly updated bibliography of writings and research about symphony orchestra organizations.

Early in 1997, the Institute reorganized its founding governance structure by formalizing two boards: a Board of Advisors and a Board of Directors.

- ◆ The Institute's Board of Directors has the legal obligation to oversee the direction and operation of the Institute and its longer-term development and strength, including management succession. During the year, the Board of Directors had three meetings, two formal and one informal. The group was quite supportive as the year progressed and programs took shape. As of year end, the members of the Board of Directors were Frederick Zenone, Richard Thomas, Henry Fogel, Debra Levin, Paul Boulian (newly elected), and myself. Biographical information about these board members is available at the Institute's Web site.
- ◆ Early in the year, the Institute organized a Board of Advisors, with a membership of up to 15. This board was established to gather advice and counsel from a group of persons reflecting diverse role, organization size, gender, and geographic representation of North American symphony organization participants. Above all, persons invited to be advisors are dedicated to the aims of the Institute and supportive of its efforts in all circles. Thirteen members were appointed as of year end, including Ann Drinan, Paul Ganson, Joseph Goodell, Sara Harmelink, Joan Horan, Libby Larsen, Bob McPhee, William Moyer, Ward Smith, Stephen Stamas, S. Frederick Starr, Gideon Toeplitz, and Hugh Wolff. Biographical sketches of these advisors are also available at the Institute's Web site. During the year, each advisor has been available for counsel and has been supportive of the Institute's goals. The Institute is warmly appreciative of the interest and commitment of each advisor.

As the year progressed, many symphony organizations initiated support of Institute aims and programs. At the end of 1996, 17 institutions were supporting the Institute; by the end of 1997, this number had grown to 55. For 1998, we have set a goal of at least 100 supporting institutions.

At its December 1997 meeting, the Board of Directors decided that the Institute should become broadly open to financial contributions by individuals who wish to support its goals and programs. For the convenience of those who wish to provide their support, a mailing envelope is enclosed. Warmest thanks in advance for such encouragement!

We welcome your questions and comments, and your support!

Paul Judy

March 1998