

Orchestras Canada/Orchestres Canada  
Leadership and Professional Development Plan  
2010 – 2013

Researched, discussed and proposed by the Task Force, June 21, 2010:

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Over the next three years, Orchestras Canada/Orchestres Canada will undertake the following initiatives:

## 2010-2011

### Continue Current Activities

1. Weekly publication of *Orchestra News/Info Orchestres* including regular items on industry news; best practices; leadership and professional development.
2. Providing support to boards of directors about to engage in CEO or Music Director searches: resource materials; connection to other orchestras that have undergone the process recently; best practices.
3. Playing an active role in matching troubled orchestras with expert consultants (paid or volunteer).
4. Connecting managers new to the field with general or topic-specific mentors.
5. Convene regular regional and national peer group meetings in collaboration with member orchestras and partners.

### New Activities

1. Encourage orchestra CEOs to inform members of their administration of the work of Orchestras Canada and to forward to them on a weekly basis *Orchestra News/Info Orchestres*
2. Increase opportunities for peer learning among managers: begin a series of conference calls, available to anyone currently in the administration of a member orchestra on topics of marketing, fundraising, artistic operations, education, finance, executive leadership. (Start small with one call per year per topic/expand in future years).
3. Begin discussions with other performing arts service organizations on the concept of holding joint national meetings (once every three to four years) with a goal of the first one taking place in 2012 or 2013.

## 2011-2012

### Continue Current and New Activities from Prior Year

#### Add the following New Activities

1. Build OC staff expertise/awareness of management training issues.
2. Remain open to and seek opportunities to partner with other arts organizations to develop, fund and oversee an internship program for future Canadian orchestra managers.
3. Identify at least one of the relevant professional development recommended reading publications per year to be made available in both official languages.
4. Commission a Power Point presentation on the topic of careers in orchestra and arts management. Make it available to OC members to present to post-secondary students in their community. Film one of the presentations being made, and post it on the OC website.

## 2012-2013

### Continue Current and New Activities from Prior Years

#### Add the following New Activities

1. Create a new or modify an existing OC staff position to be charged with significant focus on professional and leadership development, and to manage and expand upon activities developed in prior years.
2. Engage expert consultants as required to facilitate regular teleconferences and list serve discussions among specialist orchestra staff.

## Recommendations from the Task force to orchestra CEOs on how they or their institutions can participate in professional and leadership development

1. Learn how to mentor and make it part of the organizational culture.
2. Allocate funds for training and professional development in annual operating budgets and make opportunities known to staff.
3. Discuss issues of training and professional development with board members.
4. Send junior staff to national training programs and/or meeting.
5. Hold monthly full staff meetings during which each department reports on its activities, recent and upcoming success and challenges.
6. Encourage staff members to network with counterparts in other local arts or non-profit organizations, one on one or in groups, to learn from and share best practices.
7. Build partnerships with local universities and community colleges to identify interns and inspire future orchestra managers.
8. Focus board of directors' attention on issues of governance and leadership development.