

**Orchestra Leadership Academy**  
**Governance Teamwork: A Seminar for Early Tenure Board Chairs**  
**& Executive Leaders**

June 17-18, 2013

The Hyatt Regency at the Arch in St. Louis  
315 Chestnut Street, St. Louis, Missouri 63102  
Room: Sterling 3, 2<sup>nd</sup> Floor

Good governance is essential and is most effective when the board leader and executive leader are equally informed and committed to it.

This seminar, designed for Group 3-8 orchestras, invites Board Leader and Executive Director teams to spend time together in a carefully focused seminar setting, where we will explore how the two leaders can reinforce each other and provide consistent support to the governance process.

The seminar is open only to duos—you must attend together—and is particularly designed for a newly formed team, i.e., where either, or both, the board or executive leader are within their first eighteen months of service in their orchestra leadership role.

The seminar will provide:

- An overview of best practices in nonprofit governance overall;
- Exploration of orchestra-specific issues (like music director and musician expectations and relationships);
- Guidance around maximizing effectiveness in the board leader/executive director dynamic;
- Time to get to know to know your leadership partner better and develop a governance game plan to take home;
- Time to meet peers and share your orchestra's specific issues or challenges in a safe and collegial environment, facilitated by orchestra and governance experts.

*Faculty Chair: Lowell J. Noteboom, nonprofit governance author and facilitator; chair, League of American Orchestras; former board chair, The Saint Paul Chamber Orchestra*

*Faculty: Cate Moye, past president, board of directors, Spokane Symphony; board member, League of American Orchestras; Alan Valentine, president & CEO, Nashville Symphony*

Governance

**Monday, June 17, 2013**

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| <b>1:00-1:15pm</b> | <b>Welcome and Overview</b>   |
| <b>1:15-2:00pm</b> | <b>Participant Introductions</b> <ul style="list-style-type: none"><li>• What is your key challenge either as an institution or leadership team?</li><li>• What do you hope to learn from this seminar?</li></ul>                                     |
| <b>2:00-2:45pm</b> | <b>Nonprofit Governance Models: A Brief Overview</b> ( <i>Lowell</i> ) <ul style="list-style-type: none"><li>• The corporate model</li><li>• The collaborative model</li><li>• The generative model</li></ul>   |
| <b>2:45-3:45pm</b> | <b>Small Groups</b> <ul style="list-style-type: none"><li>• What really matters at home for your own orchestras?</li></ul>  |
| <b>3:45-4:00pm</b> | <b>Break</b>  |
| <b>4:00-4:45pm</b> | <b>Building the CEO/Chair Collaboration</b> ( <i>Alan, Cate</i> ) <ul style="list-style-type: none"><li>• Agreed upon goals and priorities</li><li>• Communication</li><li>• No surprises</li><li>• Shared leadership around board activity</li></ul> |
| <b>4:45-5:30pm</b> | <b>Exploring CEO/Chair Collaboration in Teams</b> <ul style="list-style-type: none"><li>• What are <i>your</i> goals and priorities?</li><li>• How might you apply some of what you have heard today to your own partnership?</li></ul>               |
| <b>5:30-6:00pm</b> | <b>Reporting Back and Question &amp; Answer</b>   |
| <b>6:30pm</b>      | <b>Optional Pay-Your-Own Way Dinner with Participants &amp; Faculty</b><br><b>Red Kitchen located within the Hyatt Regency</b>  |

**Tuesday, June 18, 2013**

- 8:00-9:00am**            **Know & Live Your Orchestra's Finances** (*Lowell*)
- Confronting the brutal facts
  - Providing useful financial information to boards
  - Are we well capitalized?
  - What funds are really needed and why?
- 9:00-10:00am**            **Apply the Learning to Your Own Orchestra**
- Small groups: what financial challenges are you dealing with at your orchestra?
- 10:00-10:15am**            **Break**
- 10:15-11:30am**            **Best Practices in Governance** (*Alan, Cate, Lowell*)
- Possible topic areas to address based on participants' priorities:
- Setting expectations
  - Recruiting
  - Orienting
  - Mentoring
  - Engaging
  - Committees vs. Task Forces
  - Role of Executive Committee
  - Review of Music Director
  - Board Self-Evaluations
  - Building a cohesive board (how about the musicians?)
  - Alignment with the community
- 11:30am-12:15pm**            **Small Groups**
- Candid assessment of board back home
  - Setting priorities for return
- 12:15-12:30pm**            **Q & A; Wrap-up**
- 12:30pm**                    **Adjourn**

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