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# NWS BLUE PROGRAM ANNUAL REPORT 2022–23

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**STÉPHANE DENÈVE**  
ARTISTIC DIRECTOR

**MICHAEL TILSON THOMAS**  
CO-FOUNDER AND ARTISTIC DIRECTOR LAUREATE

**HOWARD HERRING**  
PRESIDENT AND CHIEF EXECUTIVE OFFICER

**CASSIDY FITZPATRICK CARLSON**  
SENIOR VICE PRESIDENT FOR MUSICIAN ADVANCEMENT AND DEAN

**HEATHER OSOWIECKI**  
DIRECTOR OF ENTREPRENEURIAL LEADERSHIP

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New World Symphony, America's Orchestral Academy  
500 17th Street, Miami Beach, FL 33139

*The NWS BLUE program is made possible with support  
from the Maxine and Stuart Frankel Foundation  
and NWS's Fund for New Ventures.*

## Table of Contents

NWS BLUE: Build, Learn, Understand, Experiment .....	3
2022–23 NWS BLUE Program Snapshot .....	4
The Projects: Overview.....	5
Inside the Music Series .....	5
Solo Spotlight Series.....	7
Musicians' Forum Series.....	9
Performance and Venue-Based Projects.....	9
Digital Projects.....	12
Alumni Projects .....	13
NWS BLUE Project Mentors.....	15
Visiting Faculty.....	15
Partners.....	16
Workshops Offered.....	17
Budget.....	18
Assessment .....	18
Fellow Assessment Results .....	19
Alumni Assessment Results.....	20
NEA Research Lab.....	21
The Future of NWS BLUE .....	22

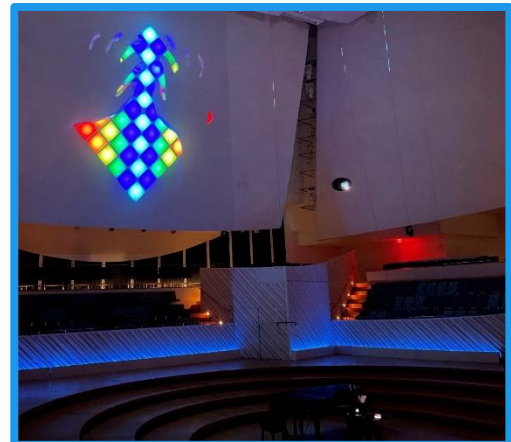
## NWS BLUE: BUILD, LEARN, UNDERSTAND, EXPERIMENT

New World Symphony's BLUE program combines leadership and entrepreneurship training with hands-on experimentation for Fellows and alumni to provide a comprehensive business-oriented skill set alongside their artistic training and orchestral experience. NWS firmly believes that more skills than technical proficiency are required to be leaders in ensembles today.

In creating a robust support system for innovative musician-driven programming, NWS is on the cutting edge of training orchestral and community leaders of the future by providing essential immersive learning experiences within its personalized curriculum. A safe space for exploration, the NWS BLUE program allows Fellows and alumni the opportunity to explore impactful passion projects that are relevant to their goals as classical musicians, while purposefully reaching and engaging new audiences or deepening attachments to existing audiences atop undercurrents of equity, diversity, inclusion, belonging and sustainability. Through the BLUE program, NWS is leading the industry by creating a model for entrepreneurship and leadership training, continually evolving and adapting while sharing out real-time learnings with the field.



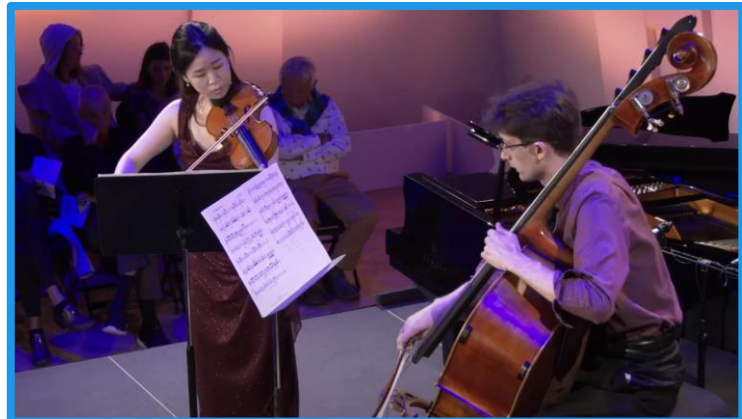
*El Maíz de mi Gente*



*Musicians' Forum #4 featuring music for Launchpad*



*Vigorous Tenderness*



*Solo Spotlight #4*



## 2022–23 NWS BLUE PROGRAM SNAPSHOT

NUMBER OF FELLOW PROJECTS*	23
NUMBER OF ALUMNI PROJECTS	4
NUMBER OF PARTNERS	61
NUMBER OF FACULTY	37

NWS BLUE Projects allow all Fellows and selected alumni to pursue musical activism and entrepreneurship based on their personal interests. This type of training fosters essential and comprehensive skill sets, putting Fellows in particular at a competitive advantage beyond their time at NWS. Each project begins with a Fellow or alumnus' vision driven by their original ideas, from concept to execution. These projects are part of their training and development as artists.

Each NWS BLUE Project is comprised of a team of Fellows or alumni, headed by a team leader and mentored by an NWS staff member or outside professional with experience coaching artists. Team leaders developed initial project concepts and budgets in comprehensive applications submitted for consideration. All accepted projects were selected based on weighted average scores by a panel of relevant staff adjudicators in the criteria areas of: artistic content; impact and innovation; financial and staff resource feasibility; sustainability beyond the project's initial implementation period; incorporation of actionable Equity, Diversity, Inclusion, and Belonging (EDIB) principles; and service to/building of the NWS mission, audience and community. Upon approval of their proposals, leaders then recruited team members to fully realize their projects, manage their budgets, and work collaboratively to fulfill various roles. Mentors coached Fellows and alumni, and NWS staff provided support and expertise throughout the season.

All projects, mentor meetings and curriculum activities took place using a variety of media, with a mix of remote and in-person activities for Fellows and a fully remote experience for alumni. Numerous programs were livestreamed or pre-recorded for later streaming in addition to serving in-house audiences. Other projects used digital platforms such as social media, YouTube, podcasting services and custom-developed websites. Fellows connected at the New World Center, virtually and throughout the greater Miami community to implement their projects, receive coaching and attend workshops facilitated by NWS BLUE visiting faculty.



*Prepared piano on Musicians' Forum #5*

\*Two Fellow projects were granted support for an extended planning phase beginning in the 2022–23 season and will culminate in the 2023–24 season. Descriptions of these projects will be included in the 2023–24 BLUE program annual report.

## THE PROJECTS: OVERVIEW

Many of the following projects are concert formats that appear annually on the NWS calendar. The Inside the Music, Solo Spotlight and Musicians' Forum series are free, ticketed chamber music events open to the community. The 2022–23 season marked the first-ever WALLCAST® concert performance of an NWS BLUE project featuring the full-orchestra *El Maíz de mi Gente* program, also webcast to members of the NWS Inside digital streaming service. At the New World Center, Fellows' projects succeeded in attracting new audiences, with 32.4% of all BLUE ticketholders being first-time attendees. Beyond Miami, off-site and alumni BLUE Projects impacted communities in northern and central Florida, Illinois, Maine, Texas, Toronto and the Turks and Caicos.



Inside the Music #1



Inside the Music #2

## INSIDE THE MUSIC SERIES

### INSIDE THE MUSIC #1: COMPOSERS IN CONFLICT

Monday, October 24, 2022 at 7:00 PM ET

Fellows: **Hyunjae Bae (leader)**, Christina Choi, Ye Jin Min

Alumnus: **James Churchill**

*Whether political, social or personal, composers have always been inspired by the collective human experience of struggle. Drawing on their own individual backgrounds while also reflecting on current events, Fellows explored a range of works centered around the concept of composers creating in the midst of conflict, from whom powerful and poignant artistic statements have emerged.*

### INSIDE THE MUSIC #2: HONORING HEALTHCARE WORKERS

Tuesday, December 6, 2022 at 7:00 PM ET

Fellow: **Alan Tolbert**

*In partnership with the Viano String Quartet, this program paid homage to the tireless efforts of healthcare heroes, featuring the southeast premiere of Ted Babcock's String Quartet No. 2, "A Hero Quartet." Audiences saw and heard the stories of individual frontline personnel interspersed between musical movements, illuminating similarities between artistic and medical institutions in their ever-resilient ability to uplift humanity and affect change. Later in the season, team members went into the community to offer live chamber performances to patients and medical staff in local hospitals.*

### INSIDE THE MUSIC #3: CELEBRATING BERNARD GARFIELD

Tuesday, January 17, 2023 at 7:00 PM ET

Fellows: Brendon Sill (leader), Wesley Ducote, Jessica Hong, Beatrice Hsieh, Noah Sonderling, Seth Van Embden

*This program celebrated the life, works and career of bassoonist, educator and composer Bernard Garfield, retired principal bassoonist of the Philadelphia Orchestra with a tenure of over 40 years. The orchestra field's current generation of leading bassoonists shared in their own words how Garfield's influence was pivotal to their own careers as he instilled important lifelong lessons about humanity over artistry.*

### INSIDE THE MUSIC #4: SOUNDS OF THE EARTH—A MUSICAL JOURNEY THROUGH NATURE

Tuesday, March 14, 2023 at 7:00 PM ET

Fellows: Ye Jin Min (leader), Hyunjae Bae, Dominique Bégin, Kenneth Chauby, Guangwei Fan, Carolyn Farnand, Jessica Hong, India Hooi, Jingyi Rebecca Hou, Yu-Chia Hsu, Victor Huls, Jiyoung Lee, Minglun Liu, Nicholas Pelletier, Ayrton Pisco, Jaewon Seo, Brendon Sill, Noah Sonderling, Alan Tolbert, Mario Rivera, Chase Waterbury, Emily Yoshimoto

*Fellows explored the ever-changing facets of nature in this immersive program that aimed to inspire appreciation for the harmonies present throughout the natural world while reckoning with the discord between the environment and humankind.*

### INSIDE THE MUSIC #5: QUEER AMERICANA

Tuesday, April 18, 2023 at 7:00 PM ET

Fellows: Wesley Ducote (leader), Allison Taylor

*Programmed within Miami Beach Pride Month, this concert celebrated the rich history of queer U.S. artists, highlighting the many contributions of LGBTQIA+ musicians to American classical music. The program's finale featured a solo piano work by Michael Tilson Thomas.*



*Inside the Music #4*



*Inside the Music #5 bows with MTT*

## SOLO SPOTLIGHT SERIES

### SOLO SPOTLIGHT #1: FELLOW FAVORITES

Monday, November 14, 2022 at 7:00 PM ET

Fellows: Dominique Bégin, Wesley Ducote, India Hooi, Beatrice Hsieh, Yu-Chia Hsu, Ye Jin Min, Ayrton Pisco, Brendon Sill, Noah Sonderling, Seth Van Embden

*Fellows brought their favorite works to the stage, sharing personal stories of musical connection that lent new meaning to the repertoire of the first Solo Spotlight of the season.*

### SOLO SPOTLIGHT #2: SOUNDSCAPES—A MUSICAL EXPEDITION THROUGH THE SEASONS

Monday, December 12, 2022 at 7:00 PM ET

Fellows: Benjamin Cruz (leader), Emily Bieker, Kamila Dotta, Carolyn Farnand, Min Ha Kim, Jakob Lenhardt, Sabrina Parry, Noah Sonderling, Allison Taylor, Seth Van Embden

*Audiences joined Fellows for an artistic journey through the four seasons in a program that aimed to evoke a sense of urgency for preserving the beauty of the earth through a collective call for climate action.*

### SOLO SPOTLIGHT #3: GET IT!—CONTEMPORARY WORKS FOR CELLO AND PERCUSSION

Monday, January 23, 2023 at 7:00 PM ET

Fellows: Amy Sunyoung Lee (leader), Ben Cornavaca, Joe Desotelle, Matthew Kibort, Jennifer Marasti, Jacquelyn O'Brien, Phoebe Powell

*This program helped audiences discover the unique and rarely paired sonic landscape of cello and percussion. Using skillful techniques, specialized technology and theatrical elements, Fellows showcased a variety of styles and timbres as they highlighted the compelling relationship possible between these two instrument families when thoughtfully combined.*



Solo Spotlight #3



#### SOLO SPOTLIGHT #4: LOVE STORIES

Monday, March 20, 2023 at 7:00 PM ET

Fellows: Ka-Yeon Lee (leader), Noah Sonderling

Alumnus: Antonio Escobedo

*Full of comfort and warmth, this program aimed to activate the healing power of music through a lovingly selected list of works that have ignited passionate fires of musical inspiration within the Fellows performing on stage.*

#### SOLO SPOTLIGHT #5: EMBRACING THE WILDERNESS

Monday, April 10, 2023 at 7:00 PM ET

Fellow: Eleni Katz (leader)

*Audiences journeyed through the wilderness and tangled webs of friendship in this multimedia recital that intertwined reed instruments with vocals, poetry and visual art. This program featured multiple commissions as well as custom animations and videography accompanying each musical selection by the NWS Media team.*



Solo Spotlight #5



## MUSICIANS' FORUM SERIES

Monday, November 7, 2022 at 7:00 PM ET

Monday, December 5, 2022 at 7:00 PM ET

Monday, February 27, 2023 at 7:00 PM ET

Monday, March 27, 2023 at 7:00 PM ET

Monday, April 24, 2023 at 7:00 PM ET

Fellows: Peter Ayuso, Vivian Chang, Julianna Darby, Nicholas Pelletier, Tanavi Prabhu

*Curated and produced by the Fellows, Musicians' Forums came alive in the New World Center's Michael Tilson Thomas Performance Hall through musical inspiration, spontaneity and unique artistic partnerships.*



Artwork for El Maíz de mi Gente



Carol of the Basses at Lotus House Women and Children's Shelter

## PERFORMANCE AND VENUE-BASED PROJECTS

### EL MAÍZ DE MI GENTE

Saturday, November 12, 2022 at 7:30 PM ET

Fellows: Julia Karstens (co-leader), Luis Salazar (co-leader), James Zabawa-Martinez (co-leader), Yankı Karataş, Natalie Lee, Gabrielle Monachino, David Olson

*A celebration of the variety of musical and visual art that Mexico has to offer, El Maíz de mi Gente was a multimedia experience uplifting the similarities and differences in us all through the narrative lens of a Mayan creation story. This project was the first-ever NWS BLUE program to be featured as part of the WALLCAST® and NWS Inside webcast series.*

### CAROL OF THE BASSES

Sunday, December 4, 2022 at 1:00 PM and 3:00 PM ET

Fellows: Lindsey Orcutt (leader), Bryan Bailey, Jakob Gerritsen, Josephine Kim, Logan May, Matthew Peralta, Eric Windmeier

*A festive ensemble of bassists performed arrangements of holiday favorites plus newly written seasonal creations for unhoused community members at Lotus House and Chapman Partnership.*



*Fellows performing in the Turks and Caicos*



*BLUE and Green Team's tour of NWC's 5th floor facilities*

## NWS IN THE CARIBBEAN

**Wednesday, April 5, 2023 through Sunday, April 9, 2023**

**Fellows: Nash Ryder (leader), Hosanna Carella, Emily Yoshimoto**

*Fellows embarked on a multi-day residency in the Turks and Caicos, developing engaging and collaborative outreach performances and educational exchanges in support of the accessibility-focused Ashley's Learning Center.*

## BEER AND BRASS

**Season-Long Project**

**Fellows: Morgen Low (leader), David Alexander, Spencer Bay, Kyle Thompson**

*A newly commissioned chamber work by Zoe Cutler was inspired by the effervescent combination of beer and brass. Persisting through challenges in identifying an available partner brewery for the 2022–23 season, the team now aims to culminate their program by debuting the commissioned work alongside other festive brass ensemble tunes in a live Oktoberfest performance at a local beer hall during the early months of the 2023–24 season.*

## BLUE AND GREEN SUSTAINABILITY TEAM

**Season-Long Project**

**Fellows: Zoë Merrill (leader), Jacob Buhler, Hana Cohon, Mark Debski, Maggie O'Leary, Justin Park, Mario Rivera**

*By building a Green Team of environmentally conscious advocates and experts, Fellows aimed to contribute towards a long-term artistic future for NWS through a sustainability planning process intended to reduce institutional climate impact, promote an internal culture of environmental responsibility and stewardship, and bring awareness to the ideologies of intersectional environmentalism.*



### COLLEGE TRACK MENTORSHIP PROGRAM

#### Season-Long Project

Fellows: Caleb Breidenbaugh, Christina Choi, Kamila Dotta, Eleni Katz, Josephine Kim, Maggie O'Leary, Luis Salazar, Allison Taylor, Chase Waterbury, Eric Windmeier

*Fellows spent the 2022–23 season coaching and mentoring local high-school-aged musicians both virtually and on-site at the New World Center. The student participants each had a demonstrated financial need and were from communities historically excluded from classical music.*

### FELLOWS CHOIR

#### Season-Long Project

Fellows: India Hooi (leader), Victor Huls, Ye Jin Min, Noah Sonderling

*Through the establishment of an informal internal choral ensemble, Fellows built community, well-being and new musical leadership skills to enhance their interpersonal and artistic experiences at NWS through communal vocal artistry and experimentation.*

### NWS LOW BRASS TOUR AND ALBUM RECORDING

#### Season-Long Project

Fellows: Andrew Abel (leader), Guangwei Fan, Noah Roper, Chase Waterbury

*With a focus on education and resource-building, New World Symphony's low brass section embarked on a season-long endeavor to bring master classes, section leadership training and chamber performances to higher learning institutions throughout the southeast, culminating in an album release project featuring previously unrecorded repertoire and a commission. Residencies included:*

- University of South Florida (Tampa), October 31–November 1, 2022
- Florida State University (Tallahassee), March 6–7, 2023



*College Track Mentorship Program season finale recital*



*Fellows Choir in performance at Musicians' Forum #5*



*Low brass team giving a university master class*



*Fellows Choir in rehearsal*



## DIGITAL PROJECTS

### AUDIENSYNC

#### Season-Long Project

Fellows: **Thea Humphries (leader)**, Joo Bin Yi

*AudienSync is a robust, interactive online guide that facilitates meaningful audience interactions and experiences by bringing confidence to teaching artists and performers of all experience levels. This user-friendly resource site is full of adaptable and accessible interactive concert activities categorized by audience, musical elements, interactivity and more. In November, team leader Thea Humphries received the honor of being named a 2022 Knight Emerging Arts Champion by the John S. and James L. Knight Foundation for her outstanding work on this project.*

### CLEARING THE STAGE

#### Season-Long Project

Fellows: **Carson Marshall (leader)**, Natsuko Takashima

*Clearing the Stage combined guided meditation with music and spoken word to deepen listening experiences and help audiences build emotional resiliency and self-regulation via podcasts and live events. Through the commission of musicians, poets and meditation guides, listeners were brought through an emotional arc of intensity, embracing musical tension and dissonance as an engaging focal point.*

### @FELLOWSOFNWS

#### Season-Long Project

Fellows: **Kenneth Chauby**, Carolyn Farnand, Sabrina Parry

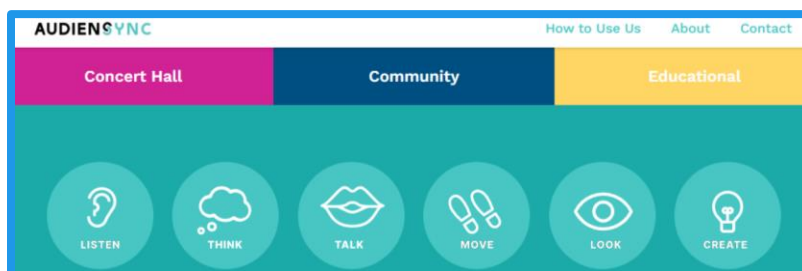
*Through the active management of a social media account featuring engaging Fellow-curated content, @fellowsofnws aimed to create a living archive of the fellowship experience by celebrating all the individuals that make NWS America's Orchestral Academy.*

### SPOTLIGHT SERIES WITH MUSIC:DECONSTRUCTED

#### Season-Long Project

Fellows: **Allison Taylor (leader)**, Jacob Buhler, Shomya Mitra, Toby Winarto

*This digital media series intended to promote widely accessible social learning, creative participation and meaningful discourse, highlighting the role of intersectionality in the arts and the importance of representation in collaboration with Music:Deconstructed. The project culminated in the recording of a newly commissioned work by a young composer aligned with the project's ethos.*



Website navigation graphics for AudienSync



Composer notes for Spotlight Series

## ALUMNI PROJECTS

### AUSTIN UNCONDUCTED

Alumna: **Andrea Beyer (Bass, 2017–2020)**

Location: **Austin, Texas**

*Austin Unconducted is a new, conductor-less orchestra that builds community by creating inclusive, immersive and relevant concert experiences to engage diverse audiences. As a cooperative orchestra, they re-examine the long arc of musical tradition through a contemporary lens with performances that promote equity and generate new excitement for art music in their ever-changing city.*

*Unconfined by tradition, unafraid to feature unheard voices and unapologetically Austin, they are keeping music current.*

### HOLD FAST STRATEGIES

Alumnus: **Doyle Armbrust (Viola, 2002–2005)**

Location: **Digital, based in Chicago, Illinois**

*In transitioning from the role of performer to that of advocate and catalyst, the NWS alum behind Hold Fast Strategies aimed to address vital community needs with tangible implications for progressive programming, authentic inclusivity and musician job security through the creation of a public relations and brand development consultancy serving classical and new-music artists across the nation.*



*Alumna Andrea Beyer in rehearsal for Austin Unconducted*

### SONORITY SISTERS: 6 IN THE 6IX

Alumni: Clare Semes (Violin, 2016–2017) and Kelly Zimba Lukić (Flute, 2015–2017)

Location: Toronto, Ontario, Canada

*Sonority Sisters is a violin and flute duo first formed in the summer of 2020 to share music in creative and safe ways in response to a need for shared human connection. After connecting with over one million Canadians and sharing over 15,000 minutes of classical music, the duo focused their project on commissioning a relay-style musical work co-created by six composers in celebration of Toronto's unique diversity, enabling citizens of "The 6ix" (a local nickname for Toronto) to experience a more personal relationship with classical music.*



*Alum Kal Sugatski in performance at Vigorous Tenderness' vernal equinox program at Bradbury Mountain State Park*

### VIGOROUS TENDERNESS: A VERNAL EQUINOX CONCERT

Alum: Kal Sugatski (Viola, 2012–2014)

Location: Portland, Maine

*Vigorous Tenderness is an outdoor concert series that amplifies marginalized voices in classical music and democratizes new and experimental works. Featuring performances on the solstices and equinoxes, Vigorous Tenderness brings classical music out of the rarified concert hall into Maine's enchanting public spaces. This program celebrated the reemergence of spring with chamber music and forestsapes featuring music by composers of color and those from the LGBTQIA+ community. This vernal equinox event resembled an art museum experience, with chamber music blooming throughout the landscape while the audience followed a path of listening and reflection.*



## NWS BLUE PROJECT MENTORS

Rafael Baldwin\*  
 Christina Bonatakis\*  
 Cassidy Fitzpatrick Carlson\*  
 Eduardo Delgado\*  
 Larry Dressler, Blue Wing Consulting  
 Carlton Ford, Taproot Foundation/Nu Deco Ensemble  
 Tom Hadley\*  
 Lisa Hussein, Lisa Hussein Consulting  
 Mary Javian, Curtis Institute of Music  
 Michael Linville\*

Nicholas Luby, The Concert Truck  
 Elyse Marrero\*  
 Nicole Newman, Yoga for the Arts  
 Heather Osowiecki\*  
 Charlotte Schou\*  
 Marte Siebenhar, Cultured Innovations  
 Kewan Smith\*  
 Tatum Travers\*  
 Justin Trieger\*  
 Susan Zhang, The Concert Truck



*Fellows in the Turks and Caicos with mentor Kewan Smith*



*Fellows Choir workshop with Patrick Dupré Quigley of Seraphic Fire*

## VISITING FACULTY

Jeffrey Apana, AFM Local 655  
 Paul Austin, International Conference of Symphony  
 and Opera Musicians  
 Siggie Bachmann\*  
 Rafael Baldwin\*  
 Tamika Bickham, TB Media Group  
 Rachel Campagna, Stagetime  
 Danielle Cannon, Right to Be  
 Peter Dahl, Define Sustainability  
 Susan Dodd, Master Chorale of South Florida  
 Cody Engstrom, The Guild Live  
 Julisa Fusté\*  
 Laura González-Estéfani, TheVentureCity Summit  
 Fredara Mareva Hadley, The Juilliard School  
 Lisa Hussein, Consultant  
 Tanya Kalmanovitch, National Endowment for the Arts  
 JT Kane, Manhattan School of Music  
 Brett Karlin, Master Chorale of South Florida  
 Sarah Kim, Stagetime  
 Nicholas Luby, The Concert Truck

Peter Mir, Villain Theater  
 Lynne Morrow, Oakland Symphony Chorus  
 Jennie Moser, Stagetime  
 Deborah Newmark, American Federation of Musicians  
 Maureen O'Brien\*  
 Erica Peng, Consultant  
 Patrick Dupré Quigley, Seraphic Fire  
 Charles Reskin, AFM Local 655  
 Jannelys Santos, Villain Theater  
 Clyde Scott\*  
 Rochelle Skolnick, American Federation of Musicians  
 Tiffany Conn Soricelli, Virtuoso Advising and Asset  
 Management for Artists  
 Tatum Travers\*  
 Justin Trieger\*  
 Stephen Wade, Regional Orchestra Players Association  
 Alisa Weilerstein, Concert Cellist  
 Eric Woolsey, Stagetime  
 Susan Zhang, The Concert Truck

\*Indicates NWS staff member

## PARTNERS

American Federation of Musicians  
Ameyal Mexican Cultural Organization  
ARTSail  
Ted Babcock  
Sophia Bass<sup>+</sup>  
Richard Brasseale<sup>+</sup>  
Harry Castle<sup>+</sup>  
Chapman Partnership  
James Churchill  
John Clouser  
The Concert Truck  
Consulado General de México en Miami  
Flor Cron<sup>+</sup>  
Rui Cruz  
Zoe Cutler<sup>+</sup>  
Define Sustainability  
Antonio Escobedo<sup>+</sup>

inti figgis-vizueta<sup>+</sup>  
Horacio Franco  
Bernard Garfield and Family  
Anthony Georgeson  
Juan de Gomar  
Julian Goodwin-Ferris<sup>+</sup>  
Satoki Habuchi  
Juliet Hay  
Timothy Higgins<sup>+</sup>  
Instituto Mexicano de Cinematografía  
International Conference of Symphony and Opera Musicians  
Mio Ishikawa<sup>+</sup>  
Javier Jara  
Alison Yun-Fei Jiang<sup>+</sup>  
The Juan Carlos Maldonado Art Collection

Ho-Yin Kwok  
Michelle Lorimer<sup>+</sup>  
Lotus House  
Petra Love  
Maine Department of Agriculture, Conservation and Forestry  
Arafin Mansouri<sup>+</sup>  
Maria-Eduarda Mendes Martins<sup>+</sup>  
Master Chorale of South Florida  
Alberto Hernández Mérida<sup>+</sup>  
Bill Morrison  
Samuel Murillo  
Music:Deconstructed  
National Endowment for the Arts

New York University  
Stephanie Orlando<sup>+</sup>  
Sun-A Park  
Frances Pollock<sup>+</sup>  
Tanner Porter<sup>+</sup>  
Olga Rabetskaya<sup>+</sup>  
Regional Orchestra Players Association  
Llewellyn Sanchez-Porter  
Seraphic Fire  
Billy Short  
TB Media Group  
Stagetime  
Viano Quartet  
Villain Theater  
Virtuoso Advising for Artists and Asset Management  
VolunteerCleanup.org

<sup>+</sup>Indicates artist commissioned through NWS



Financial Planning for Artists workshop with Virtuoso Advising for Artists



Musicians' Forum #5 dance collaborators



Composer and guest artist collaborators at Solo Spotlight #5



El Maíz de mi Gente Pre-Concert Chat with Horacio Franco

## WORKSHOPS OFFERED

SEPTEMBER 8	NWS BLUE and Community Engagement Orientation
SEPTEMBER 19	NWS BLUE Mentor Training Session
OCTOBER 11	Developing Projects with Passion and Purpose & Audience Building 101 with The Concert Truck
OCTOBER 20	Fellow BLUE Project Kick-off Session
NOVEMBER 14–15	Team Building Sectionals
NOVEMBER 28	Introductory Leadership Practice: Calm Reactivity for Individual and Team Performance
DECEMBER 5	Fellow BLUE Project Kick-off Session
DECEMBER 7	Public Speaking and Conversational Improvisation
DECEMBER 14	Speaking on Camera
JANUARY 17–18	Headshot Sessions with Stagetime
JANUARY 18	Digital Brand-Building and Networking with Stagetime
JANUARY 19	Fellow-led Leadership Panel with Alisa Weilerstein
JANUARY 31	Introduction to Negotiation Techniques
FEBRUARY 12	Choral Workshop hosted by Fellows Choir BLUE Team
FEBRUARY 15	TheVentureCity Tech Innovation Summit
MARCH 6	Finance for Artists
MARCH 6–7	Individual Financial Planning Sessions
MARCH 6–7	Team Building Sectionals
MARCH 13–14	NWS x NYU NEA Arts Entrepreneurship Summit
MARCH 15	Resilience Training
MARCH 21	Introduction to Fundraising
MARCH 21	Introduction to Grant Writing
APRIL 18	Union 101 with AFM, ICSOM and ROPA
APRIL 20	Choral Workshop hosted by Fellows Choir BLUE Team
APRIL 27	BLUE End-of-Season Fellow Peer Share-out Session
MAY 11	Sustainability at NWC Workshop hosted by Fellow BLUE and Green Team
MAY 26	BLUE End-of-Season Alumni Peer Share-out Session



*First-year Fellows in an improv workshop with facilitators from Villain Theater*



*Fellow panelists with Alisa Weilerstein*



## BUDGET

The NWS BLUE program was made possible with support from the Maxine and Stuart Frankel Foundation, which provided a generous three-year gift of \$250,000. Their gift enabled an expanded education focused on media, technology and digital spaces for both Fellows and alumni. Additional program support came from the NWS Fund for New Ventures.

All teams were required to create and manage their project's budget. Amounts ranged from \$100 to \$16,000 depending on the needs and goals of each project.



*Musicians' Forum #2*

## ASSESSMENT

NWS staff conducted an evaluation of Fellows and alumni via surveys collecting both quantitative and qualitative data. The purpose of the surveys was to evaluate the overall effectiveness of the program as experienced by its participants, including the NWS BLUE Project curriculum, during the 2022–23 season. The surveys were not designed to evaluate the projects or participants themselves.

At the end of the fellowship year, Fellows and alumni were asked to rate their level of skill and confidence at the start of their project vs. at the present time on a scale of 1 (lowest score) to 5 (highest score) in the following categories:

- Audience Experience and Design Thinking
- Budgeting and Finance
- Event Production and Operations
- Fundraising and Patron Relations
- Leadership and Team Building
- Marketing and Communications
- Negotiation and Advocacy
- Project Management
- Public Speaking

Respondents were also asked to rate themselves on their level of job preparedness plus perceived ability and confidence in acquiring and creating new work opportunities as artistic professionals.

## FELLOW ASSESSMENT RESULTS

**52** Fellows completed the assessment, representing a **62%** response rate. Of these respondents, **28** began their fellowship during the 2022–23 season, and **24** began their fellowship in a prior year.

Every curricular area saw an increase in skills over the course of the season. The self-reported overall skill/confidence increases in the following topical areas were, from greatest to least:

<b>EVENT PRODUCTION AND OPERATIONS</b>	<b>36.9%</b>
<b>PROJECT MANAGEMENT</b>	<b>31.3%</b>
<b>FUNDRAISING AND PATRON RELATIONS</b>	<b>31.3%</b>
<b>NEGOTIATION AND ADVOCACY</b>	<b>31.0%</b>
<b>AUDIENCE EXPERIENCE AND DESIGN THINKING</b>	<b>27.8%</b>
<b>LEADERSHIP AND TEAM BUILDING</b>	<b>22.3%</b>
<b>BUDGETING AND FINANCE</b>	<b>20.9%</b>
<b>MARKETING AND COMMUNICATIONS</b>	<b>19.5%</b>
<b>PUBLIC SPEAKING</b>	<b>13.7%</b>

In addition, Fellows self-reported the following overall increases in confidence in the areas of acquiring and creating work opportunities and job preparedness:

<b>CREATING WORK OPPORTUNITIES</b>	<b>18.4%</b>
<b>ACQUIRING WORK OPPORTUNITIES</b>	<b>17.6%</b>
<b>JOB PREPAREDNESS</b>	<b>16.6%</b>

Fellows who began their fellowship **during** the 2022–23 season self-reported, on average:

- a 29.5% higher level of knowledge in curriculum topics
- a 15.7% increase in confidence in job preparedness, acquisition and creation

Fellows who began their fellowship **prior to** the 2022–23 season self-reported, on average:

- a 22.3% higher level of knowledge in curriculum topics
- a 19.8% increase in confidence in job preparedness, acquisition and creation



*First-year Fellows learning about unions and advocacy with representatives from AFM, ICSOM and ROPA*

## ALUMNI ASSESSMENT RESULTS

4 alumni team leaders completed the assessment, representing an **80%** response rate that was reflective of all 4 alumni teams, as one team (Sonority Sisters) had two co-leaders.

Every curricular area saw an increase in skills over the course of the season. The self-reported overall skill/confidence increases in the following topical areas were, from greatest to least:

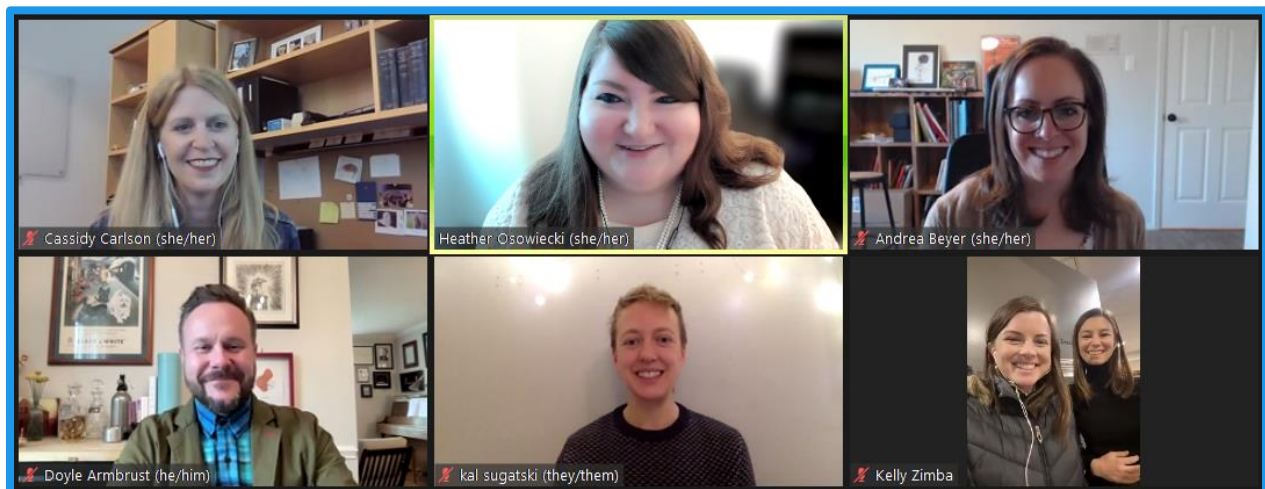
<b>FUNDRAISING AND PATRON RELATIONS</b>	<b>40.0%</b>
<b>BUDGETING AND FINANCE</b>	<b>27.3%</b>
<b>LEADERSHIP AND TEAM BUILDING</b>	<b>21.4%</b>
<b>NEGOTIATION AND ADVOCACY</b>	<b>16.7%</b>
<b>PROJECT MANAGEMENT</b>	<b>12.5%</b>
<b>EVENT PRODUCTION AND OPERATIONS</b>	<b>12.5%</b>
<b>AUDIENCE EXPERIENCE AND DESIGN THINKING</b>	<b>12.5%</b>
<b>MARKETING AND COMMUNICATIONS</b>	<b>7.7%</b>
<b>PUBLIC SPEAKING</b>	<b>6.7%</b>

In addition, alumni self-reported the following overall increases in confidence in the areas of acquiring and creating work opportunities and job preparedness:

<b>JOB PREPAREDNESS</b>	<b>12.5%</b>
<b>CREATING WORK OPPORTUNITIES</b>	<b>6.3%</b>
<b>ACQUIRING WORK OPPORTUNITIES</b>	<b>0.0%</b>

The 2022–23 alumni cohort self-reported overall, on average:

- a 17.5% higher level of knowledge in curriculum topics
- a 6.3% increase in confidence in job preparedness, acquisition and creation



*Alumni team leaders with NWS staff at the virtual kick-off meeting for the Alumni BLUE Project cohort*



## NEA RESEARCH LAB

Launched in the 2021–22 season, NWS BLUE has been the focus of a study by the National Endowment of the Arts (NEA) which established an NEA Research Lab on Sustainable Entrepreneurship in the Performing Arts as part of NYU Steinhardt’s Music and Audio Research Lab. The purpose of this lab is to research methods and practices of sustainable entrepreneurship and innovation within the classical music ecosystem in the United States as the field responds and evolves in the post-COVID-19 world. This lab is funded by the NEA’s Arts, Entrepreneurship and Innovation research program.

The lab’s research agenda, spanning at least five years, will address the following two questions:

- What individual and organizational characteristics and practices best support sustainable, culturally and locally relevant entrepreneurial activity and innovation among current and former NWS Fellows, their employers, feeder organizations and schools?
- What role might performing arts training organizations such as NWS play in promoting artistic and civic innovation among early-career musician artists within their communities and feeder organizations?

The initial keystone study will investigate and map the entrepreneurial mindsets, attitudes and attributes of early-career musicians enrolled in the NWS fellowship program and their impact on community partners as they experience the NWS BLUE entrepreneurial leadership training curriculum and respond to a post-COVID-19 world.

Future studies will extend understandings derived from the initial keystone study to the broader classical music training and professional ecosystem to investigate the successful entrepreneurial and intrapreneurial mindsets, organizational characteristics and practices of NWS alumni, the organizations and communities in which they work, as well as the feeder educational organizations whose graduates become future NWS Fellows.



Vital to understanding entrepreneurial mindsets and practices of sustainability, cultural relevance and creative place-making within and through the classical music field is a trans-disciplinary approach to research, integrating strategies drawn from the disciplines of education, psychology, artistic practice and critical theory. Quantitative, qualitative and artistic research methods will continue to be used for data collection, analysis and dissemination.

### Key Personnel:

- S. Alex Ruthmann, Principal Investigator
- Tanya Kalmanovitch, Co-Principal Investigator
- Meghan Todt Williams, Research Associate

## THE FUTURE OF NWS BLUE

- Project application criteria expansion to value multidisciplinary, collaborative, audience-targeted projects even more highly
- New value and feedback models to ensure high-impact Fellow learning experiences
- Reimagined mentorship model with increased peer-to-peer learning and alumni involvement
- Greater investment in institutional marketing per project as well as enhanced audience engagement feedback mechanisms
- Awards of recognition for exemplary achievement in building new audiences



*This program was **immensely helpful** for me at this point in my career. A lot became possible for my organization that we had not expected, positioning us for **greater impact and growth** in the next year. The NWS BLUE support came at a **crucial time**, early in our existence when it is difficult to secure outside funding, which we have now been able to **sustainably leverage** to other potential donors. Plus, our mentor was **game-changing!***

—ALUMNI TEAM LEADER

*Having worked on several teams this season, I now **truly appreciate how great** this BLUE program is. The ability for anyone to start any kind of different creative endeavor, something that hasn't been done before... it's such an **amazing opportunity** to get support and broaden your skillset, and we all should be taking full advantage of it!*

—FELLOW TEAM LEADER/MEMBER



New  
World  
Symphony