

PRDC Recommendations to Juneau Symphony Board April 2021

These recommendations were developed based on review of the Musician Survey distributed by the Player Relations and Development Committee (PRDC) in November and December 2020.

- 1) Engage in a purposeful change management process that proactively addresses organizational issues arising from the extent of change in the Juneau Symphony in recent years, to foster inclusivity and organizational trust. For example, consider:
 - Identifying common goals and values, starting with survey responses
 - Hiring an outside professional consultant to evaluate the organization and recommend solutions
 - Conducting professionally facilitated listening sessions IN PERSON, as soon as we are able to safely do so; an introduction of the process over Zoom might be workable, but most of the sessions should be conducted face-to-face
 - Starting before the new Music Director is selected, but including him in the change management process once hired
 - Reviewing the mission and values statements in a transparent and inclusive way

- 2) Provide clarification to member musicians of current policies, procedures and opportunities to participate in organizational planning and decision-making. For example, consider:
 - Providing information and specific opportunities for musicians to participate in constructive dialogue and committee work ahead of major organizational decisions
 - Providing information on how the symphony roster is created for each concert; suggest Q&A and/or video interview with Charlotte, Taylor and Franz on the realities of the staffing process
 - Providing historical information on the number and funding for non-local musicians
 - Maintaining a roster online of the section leaders and principal players
 - Setting up a meeting of all section leaders and principals with the Executive Director and Music Director each season, to review procedures and clarify roles
 - Detailing how board members are recruited and selected

- 3) Establish a plan for regular assessment of musicians' playing abilities. For example, rather than traditional auditions for all members, consider:
 - Asking section leaders and principals to organize small ensembles and sectionals so that some of the assessment can be handled with a less threatening approach
 - Discussing with the new Music Director the challenge of striking the best balance for Juneau Symphony between honoring past service and striving for highest quality

- 4) Form a working group to reassess the Juneau Student Symphony. The working group should include musicians and local music teachers of both youth and adult students, to determine unmet needs to be filled by JSS.2

- 5) Consider fundraising, recognition, community engagement and other ideas put forth by survey respondents; acknowledge the survey process if some are implemented!

6) Make a redacted version of the full survey responses available on the password protected musician webpage (draft to be provided). Many of the comments are very thoughtful. Reading the full survey with a few redactions promotes understanding of different points of view and of the history of the Juneau Symphony.

7) PRDC-specific recommendations will be developed separately and implemented by the PRDC