



NWS BLUE PROJECTS ANNUAL REPORT 2021–22

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and NWS's Fund for New Ventures.*

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NWS BLUE PROJECTS: BUILD, LEARN, UNDERSTAND, EXPERIMENT

New World Symphony's BLUE Projects are a combination of leadership and entrepreneurship training and hands-on experimentation for Fellows and alumni to gain a comprehensive skill set alongside their artistic training and orchestral experience.

NWS is on the cutting edge of training orchestral and community leaders of the future by providing essential learning experiences within the fellowship curriculum. The NWS BLUE program allows Fellows and alumni an opportunity to explore passion projects that are relevant to their goals as classical musicians. Many of the NWS BLUE Projects purposefully reach and engage new audiences or deepen the attachment to existing audiences. NWS is the place for Fellows and alumni to lead the industry in new audience engagement and innovative programming.



Buenos Aires Tango



A Labyrinth of Myths and Legends



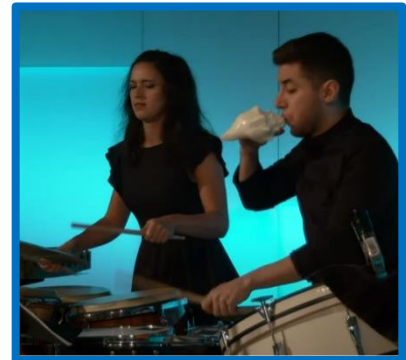
Musicians' Forum



Eurasian Folk Traditions



Blue Waves



New Works for Percussion and Piano



Musicians' Forum



Echoes of the Harlem Renaissance

2021–22 NWS BLUE PROJECT SNAPSHOT

NUMBER OF FELLOW PROJECTS:	25
NUMBER OF ALUMNI PROJECTS:	4
NUMBER OF PARTNERS:	43
NUMBER OF FACULTY:	32

NWS BLUE Projects allow all Fellows and selected alumni to pursue musical activism and/or 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 musicians.

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 applications submitted for consideration. 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 via social media, YouTube, podcasting services and custom-developed websites. Fellows connected at the New World Center, over Zoom and throughout the greater Miami community to implement their projects, receive coaching and attend workshops facilitated by NWS BLUE faculty. This season also featured a restructuring of the application process for both Fellows and alumni, as well as the greatest number of NWS-supported Alumni BLUE Projects to occur within a single season. All accepted projects were selected based on weighted average scores by a panel of 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 the NWS mission, audience and community.



NWS BLUE Leadership Panel with Marin Alsop, Conductor

THE PROJECTS: OVERVIEW

Many of the following projects are concert formats that are part of the NWS yearly calendar. The Inside the Music, Solo Spotlight and Musicians' Forum series are free chamber music events open to the community. Fan favorite Beer and Brass returned this year, at its largest scale ever in the New World Center Performance Hall. Additional projects featuring tango experts and immersive digital artwork created by community partners also took the main stage.

INSIDE THE MUSIC SERIES

INSIDE THE MUSIC: MUSIC MIRRORING IDENTITY—REFLECTIONS IN PERFORMANCE

Tuesday, December 14, 2021 at 7:00 PM ET

Fellow: Chava Appiah

An evening of works reflecting Cello Fellow Chava Appiah's own identities. She discussed what it meant to program works of people "like me" and whether that translates to a fuller artistic and audience experience. Self-reflection and engagement were encouraged throughout the evening.

INSIDE THE MUSIC: EURASIAN FOLK TRADITIONS—HEARING HERITAGE THROUGH STRING QUARTETS

Tuesday, March 8, 2022 at 7:00 PM ET

Fellows: Sophia Bernitz, Ben Fryxell, Yankı Karataş, Mario Rivera

In this string quartet program, audiences traveled the globe exploring the folk roots and influences heard in the music of Eurasian composers representing a variety of cultures.

INSIDE THE MUSIC: ECHOES OF THE HARLEM RENAISSANCE

Monday, March 28, 2022 at 7:00 PM ET

Fellows: Gabrielle Monachino, Hosanna Carella, Emilio Carlo, Vivian Chang

NWS Fellows developed a vibrant multidisciplinary chamber program connecting the Harlem Renaissance's artistic legacy to today. In tracing the musical roots of contemporary composers, audiences followed their lineage not only to 1920s Harlem but to companion artistic movements across the country. Developed under the guidance of MTT and musicologist Dr. Tammy Kernodle.



Rehearsal for Eurasian Folk Traditions



Echoes of the Harlem Renaissance



Music Mirroring Identity



Pathways through Paris



Natural Element



What the Heck!

INSIDE THE MUSIC: WHAT THE HECK! (EXPLORING THE HECKELPHONE)

Monday, April 11, 2022 at 7:00 PM ET

Fellows: Carolyn Farnand, Dominique Bégin, Kenneth Chauby, Victor Huls

In this rare opportunity to hear a lesser-known double reed instrument, audiences were introduced to the heckelphone by Fellows and guest artist James Rodgers, exploring its origins and use, and experiencing its unique, rich baritone timbre.

INSIDE THE MUSIC: SOLSTICE

Tuesday, May 3, 2022 at 7:00 PM ET

Fellows: Eli Pandolfi, Matthew Kibort

This multimedia program featured the premiere of a newly commissioned long-form musical and audiovisual work for horn, chamber instruments, spoken word and live electronic composer-performer.

SOLO SPOTLIGHT SERIES

SOLO SPOTLIGHT: PATHWAYS THROUGH PARIS

Monday, November 15, 2021 at 7:00 PM ET

Fellows: Johanna Gruskin, Clare Bradford, Wesley Ducote

Alumna: Masha Popova

An evening of chamber flute works by three composers—Heitor Villa-Lobos, Yuko Uebayashi and Louise Farrenc—who called Paris home at some point during their careers. Audiences heard how each blended Parisian influences with musical traditions ranging from Brazilian folk music to German romanticism.

SOLO SPOTLIGHT: NATURAL ELEMENT

Monday, December 13, 2021 at 7:00 PM ET

Fellows: Eleni Katz, Thomas Steigerwald

A multimedia recital that brought audiences on a four-part sensory journey through the elements of water, earth, wind and heat. This program explored the sounds, colors, textures, boundaries and capabilities of the bassoon, oboe and human voice.

SOLO SPOTLIGHT: A LABYRINTH OF MYTHS AND LEGENDS

Monday, January 31, 2022 at 7:00 PM ET

Fellows: Phoebe Powell, Amy Sunyoung Lee, Charlie Rosmarin

An evening of contemporary harp music featuring some of the most groundbreaking pieces written for the harp in the 20th century. From Scottish legends to the Greek myths of Ariadne and Theseus, these works explored the vast range of colors, sounds and extended techniques capable on the harp.

SOLO SPOTLIGHT: NEW WORKS FOR PERCUSSION AND PIANO FEATURING PATHOS TRIO

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

Fellows: Marcelina Suchocka, Joe Desotelle, Matthew Kibort

A program of new works by young composers that combined aesthetics of both the classical and contemporary genres with dark, dense sounds. Influenced by alternative and electronic music, audiences heard raw, edgy and powerful soundscapes from the music of Alyssa Weinberg, Alison Yun-Fei Jiang, Alan Hankers, Finola Merivale, Gene Koshinski and Evan Chapman.

SOLO SPOTLIGHT: CREATIVE DIALOGUES

Monday, April 18, 2022 at 7:00 PM ET

Fellow: Wesley Ducote

An evening full of commissioned premieres for solo piano that featured the fresh artistic voices and extended techniques of young composers Paul Novak, Ben Morris, Yu-Tung Cheng, Max Vinetz, Clare Glackin and Jessica Mays. Included a discussion on what goes into the process of creating new music.



A Labyrinth of Myths and Legends

MUSICIANS' FORUM SERIES

Monday, November 8, 2021 at 7:00 PM ET

Monday, December 6, 2021 at 7:00 PM ET

Monday, February 28, 2022 at 7:00 PM ET

Monday, March 21, 2022 at 7:00 PM ET

Monday, April 25, 2022 at 7:00 PM ET

Fellows: Scott Jackson, Scott Leger, Margeaux Maloney, Gabe Napoli, Arno Tri Pramudia

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

PERFORMANCE AND VENUE-BASED PROJECTS

CAROL OF THE BASSES

Thursday, December 16, 2021 at 8:00 PM ET

Fellows: Lindsey Orcutt, Douglas Aliano, Antonio Escobedo, Levi Jones, Josephine Kim, Michael Martin, Eric Windmeier

An all-bassist ensemble performed holiday repertoire, including commissioned new arrangements of local favorites, for winter crowds at the Vizcaya Museum and Gardens.

BUENOS AIRES TANGO

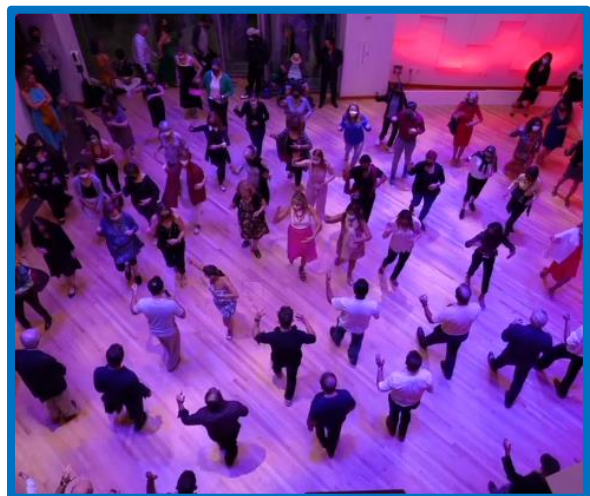
Friday, January 7, 2022 at 7:30 PM ET

Fellows: Isabel Kwon, Camila Berg, Ann Cho, Julia Karstens, Jiyoung Lee, Bradley Parrimore, Joo Bin Yi

Audiences were introduced to a lively selection of both new and traditional tango, waltz and milonga repertoire. Program featured guest artists Héctor del Curto and Alex Roitman on bandoneón and Pablo Estigarribia on piano, with local dancers Analía Centurión and Jeremias Fors. Patrons also had the opportunity to participate in a pre-concert introductory tango dance class.



Buenos Aires Tango



Buenos Aires Tango Pre-Concert Introductory Dance Class

BLUE WAVES

Friday, March 11, 2022 at 7:30 PM ET

Fellows: Amy Sunyoung Lee, Christina Choi, James Churchill, Natsuko Takashima

In partnership with ARTECHOUSE and Wellspring Counseling, this multimedia program explored the innermost aspects of the human experience, with music and immersive visual art serving as the emotional gateways to a guided journey that ultimately celebrated our collective resilience.

BEER AND BRASS

Friday, April 15, 2022 at 7:30 PM ET

Fellows: Andrew Abel, Guangwei Fan, Gianluca Farina, Thea Humphries, Morgen Low, Noah Roper

Brass chamber repertoire was paired with a flight of local craft beers during a uniquely effervescent program full of musical storytelling, in partnership with Veza Sur Brewing.

COLLEGE-TRACK MENTORSHIP PROGRAM

Season-Long Project

Fellows: Gianluca Farina, Angelo Quail, Kevin Ritenauer, Luis Salazar, Bee Ungar

Fellows in the College Track Mentorship Program spent the 2021–22 season coaching and mentoring local high-school-aged musicians with demonstrated financial need from underserved communities, both virtually and on-site at the New World Center.

PLAYING FOR A CURE

Season-Long Project

Fellows: Stephanie Block, Clare Bradford, Ka-Yeon Lee, Minglun Liu, Zoë Merrill,

Jacquelyn O'Brien, Michael Rau, Dillon Welch, James Zabawa-Martinez

Fellows played uplifting music for cancer patients on-site at hospitals throughout Miami-Dade County, raising awareness for the Histiocytosis Association and Compass to Care, a support program including those providing free services to low-income patients.

YOGA FOR MUSICIANS

Season-Long Project

Fellows: Natalie Lee, Zoë Merrill

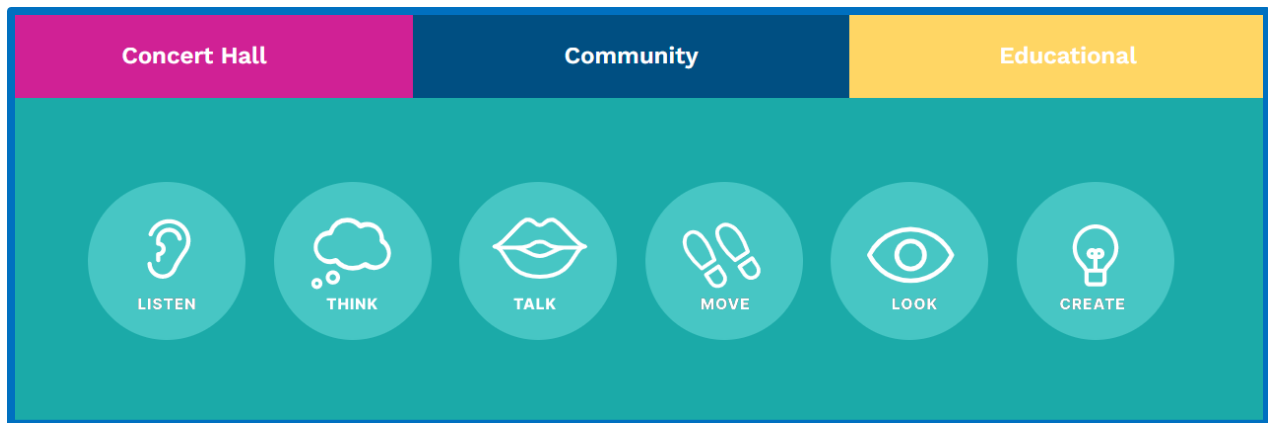
Certified yoga instructors Natalie and Zoë led classes and developed tailored functional yoga resources to benefit Fellows and others in the greater music community.



Playing for a Cure



Yoga for Musicians



Branded Navigational Assets for AudienSync

DIGITAL PROJECTS

AUDIENSYNC

Fellows: **Thea Humphries, Zachary Ragent**

Through this project, a comprehensive interactive concert playbook educational resource was developed, designed and focus tested. A library of free online content was produced to enable teaching artists and gigging musicians to select and execute effective and engaging audience participation activities in tandem with live performances.

CLEARING THE STAGE

Fellow: **Carson Marshall**

A series of guided meditative musical commissions and collaborations using dissonance as a point of focus.

DIGITAL HORN MEDIA EDUCATION

Fellow: **Scott Leger**

Through this project, new targeted audio and video skillsets were developed to produce educational content for young and amateur hornists, focusing heavily on audience engagement and development.

@FELLOWSOFNWS

Fellows: **Margeaux Maloney, Michael Turkell**

An Instagram social media account managed by Fellows, featuring engaging Fellow-curated content.

FLUPANDALIN

Fellow: **Scott Jackson**

Focused on the exploration and development of electronic backing track techniques and resources for gigging musicians by combining classical music with pop-influenced stylings and technology.

THE MARLEA NOTE

Fellow: **Marlea Simpson**

Video blog focusing on inclusive lifestyle content for classical musicians.

SOUND MIND: VIRTUAL MENTAL WELLNESS SUMMIT

Saturday, May 28, 2022 at 5:00 PM ET

Fellow: Alexandria Hoffman

A mental wellness panel session for musicians featuring diverse perspectives, opening with the premiere of a new mental health-centric chamber commission, in collaboration with Sound Mind.

ALUMNI PROJECTS

MUSIC SPEAKS: UNDILUTED DAYS

Alumna: Julia Yang (Cello, 2014–2016)

Location: Boston, Massachusetts

"Undiluted Days," a program by Julia Yang's Merz Trio, explored what it means to listen and what it means to make music now. Directed by Jon Levin and featuring major elegiac works by Black and female composers among others, the show featured lighting design, prerecorded text and projected titles working in tandem to explore the events leading up to the Tchaikovsky trio's composition, a piece that remembers and engages with life in all its light and darkness. Inspired by the solitary listening that has characterized the ongoing pandemic, the first half of the program operated as a "playlist" of music the Merz Trio has been preoccupied with lately: audiences heard everything and anything, from Gesualdo to Jeffrey Mumford, via Edith Piaf and Irish folksong, all working in dialogue with the monumental Tchaikovsky trio that comprised the show's second half. Through associated outreach initiatives, the Merz Trio also connected with Boston's young musicians in interactive on-site mini performances at schools in under resourced neighborhoods and provided free tickets to full mainstage performances to these students and their families. With "Undiluted Days," the Merz Trio sought to inspire through a concert experience as affecting musically as it was engaging in its educational, theatrical and interactive elements.



Recording Session for Sound Mind Mental Wellness Summit



Community Performance of Music Speaks: Undiluted Days

REIMAGINING THE CELLO/PIANO CANON

Alumna: Hilary Glen (Cello, 2014–2017)

Locations: Huntingdon, West Virginia; Morgantown, West Virginia; Waco, Texas; Springfield, Missouri; Granville, Ohio; Stillwater, Oklahoma

Through a six-city academic residency tour, Hilary Glen and collaborator Sun Min Kim brought to university cello studios a body of work for cello and piano by Black and Indigenous People of Color (BIPOC) and female composers that has largely been a specialized area of research within musicology to date. By working directly with young cellists and pianists, engaging new audiences in a lecture-recital format, collaborating with campus Diversity, Equity and Inclusion (DEI) offices and affinity groups, and making sheet music for these works readily available, the duo sought to change the standard canon of cello/piano repertoire through performance, pedagogy and outreach.

SKY GATE

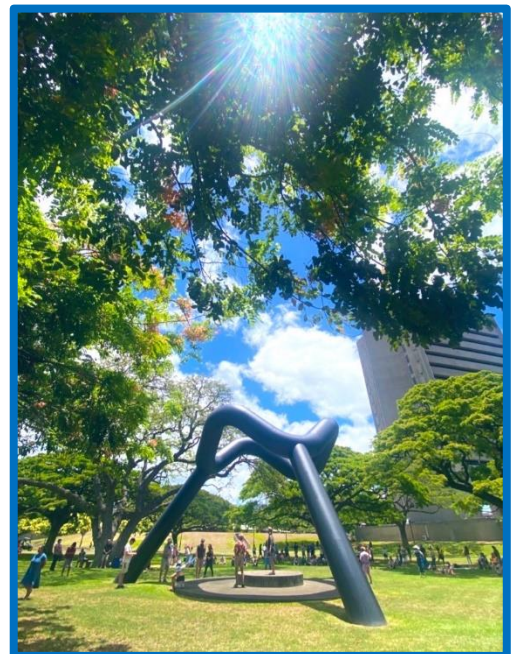
Alumna: Anne Leilehua Lanzilotti (Viola, 2008–2009)

Location: Honolulu, Hawaii

Anne Leilehua Lanzilotti's newest composition honored Isamu Noguchi's Sky Gate, one of the most prominent works of sculptural art at the City and County of Honolulu's Civic Center. Every May and July, crowds gather at Sky Gate to observe Lāhainā Noon, a time of great energy when the sun is directly overhead and Sky Gate's shadow forms a perfect ring, becoming a magnificent spectacle. As a Kanaka Maoli composer and scholar, Lanzilotti translated complex Native Hawaiian concepts using contemporary compositional techniques. The performance of this work by local musicians from Chamber Music Hawai'i below Sky Gate in May 2022 encouraged engagement with public space in new and innovative ways.



Sky Gate Promotional Artwork



Sky Gate Public Performance

VIA ACADEMY

Alumni: **Christopher Robinson (Violin, 2017–2020), Corbin Castro (Horn, 2018–2021)**

Location: **Virtual and Miami, Florida**

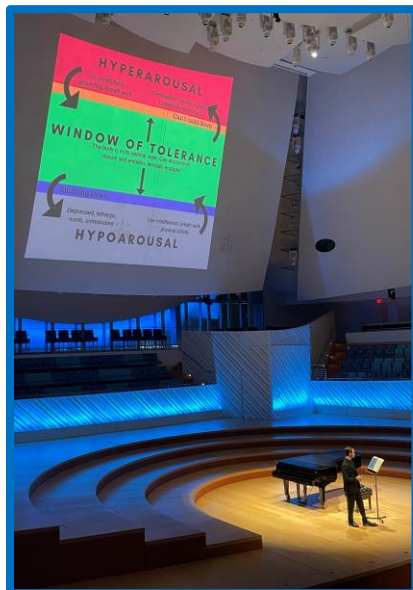
VIA Academy offers students from remote and underrepresented communities in classical music access to instrumental skill training and broader outlooks on their future career decisions, while focusing on the purpose of classical music in culture and community. The academy empowers youth grades 9–12 across the U.S. with high-quality music education using an approach that strives to widen the perspectives of a career in music and not limit students to one focus area. VIA Academy's curriculum includes community-building, entrepreneurial skills, career path exploration, networking, fundraising, wellness, musicianship and more as it seeks to evolve the classical music profession. Now in its third season, 2022 marked the first hybrid version of the academy, with Week 1 activities taking place online and Week 2 taking place in Miami Beach on the New World Center campus.



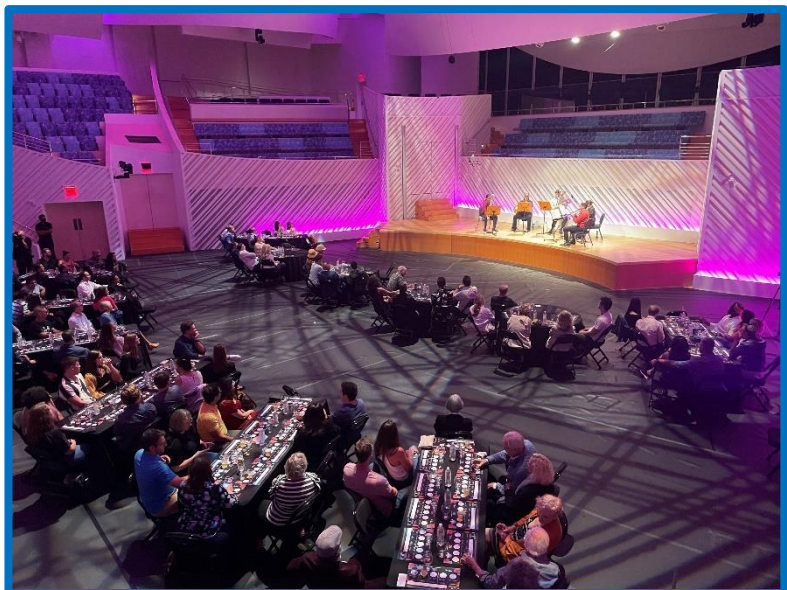
VIA Academy



Improvisation Workshop



Musicians' Forum and Clearing the Stage



Beer and Brass

NWS BLUE PROJECT MENTORS

Rafael Baldwin
Christina Bonatakis
Richard Brown
Cassidy Fitzpatrick Carlson
Kathleen Drohan
Carlton Ford, Taproot Foundation
William C. Hunt
Lisa Hussein, Lisa Hussein Consulting
Mary Javian, Curtis Institute of Music
Dr. Tammy Kernodle, Miami University (Ohio)

John Kieser
Michael Linville
Elyse Marrero
Nicole Newman, Yoga for the Arts
Heather Osowiecki
Theo Reyna
Charlotte Schou
Marte Siebenhar, Cultured Innovations
Kewan Smith
Justin Trieger

VISITING FACULTY

Marin Alsop, Conductor
Jeffrey Apana, AFM Local 655
Paul Austin, International Conference of Symphony
and Opera Musicians
Siggi Bachmann
Zuill Bailey, Center for Arts Entrepreneurship at the
University of Texas at El Paso
Rafael Baldwin
Tamika Bickham, TB Media Group
Bruce Carter, National Endowment for the Arts
Larry Dressler, Blue Wing Consulting
Kate Eaton
Julisa Fusté
Lisa Hussein, Lisa Hussein Consulting
Mary Javian, Curtis Institute of Music
Tanya Kalmanovitch, National Endowment for the Arts
John Kieser
Alan Miller

Peter Mir, Villain Theater
Deborah Newmark, American Federation of Musicians
Maureen O'Brien
Graham Parker, Louisville Symphony
Charles Reskin, AFM Local 655
Patrick Rodriguez, Villain Theater
Elizabeth Rowe, Boston Symphony Orchestra
S. Alex Ruthmann, National Endowment for the Arts
Clyde Scott
Marte Siebenhar, Cultured Innovations
Rochelle Skolnick, American Federation of Musicians
J. Michael Smith, Regional Orchestra Players
Association
Tiffany Conn Soricelli, Virtuoso Advising and Asset
Management for Artists
Cory Sprinkles
Daniel Thompson
Roberto Toledo

PARTNERS

American Federation of
Musicians
ARTECHOUSE
Richard Baskin, Jr.*
Sophia Bass*
Blue Wing Consulting
Analía Centurión
Byron Crenshaw*
Rui Cruz
Héctor del Curto
Pablo Estigarribia
Jeremias Fors
Julian Goodwin-Ferris

Joy Guidry*
Satoki Habuchi
Juliet Hay
Mellody Hayes*
International Conference of
Symphony and Opera
Musicians
Danny Kamins*
Lynn Lane*
Scott Li*
Petra Love
Eden MacAdam-Somer*
Lukas MacKinney*

Marea Duo
Merz Trio
National Endowment
for the Arts
David Nichterm*
Marcus Norris*
Pathos Trio
Masha Popova
Shelbie Rassler*
Regional Orchestra
Players Association
James Rodgers
Alex Roitman

Luis Silva
Sound Mind
Lydia Tan*
David Treleaven*
Veza Sur Brewing
Vizcaya Museum
and Gardens
Wellspring
Counseling
Valerie York-
Zimmerman*
Claire Zhang

WORKSHOPS CONDUCTED

SEPTEMBER 2, 17	NWS BLUE Mentor Training Sessions
SEPTEMBER 8	NWS BLUE and Community Engagement Orientation
OCTOBER 11	NWS BLUE Project Kick-off Fair
OCTOBER 18	NEA Arts Lab Research Study Plenary
OCTOBER 19	Introduction to Production Procedures
OCTOBER 19	Collaborative Research Design
OCTOBER 20	Introduction to Development and Fundraising
OCTOBER 26, NOVEMBER 3	Video and Audio Fundamentals
NOVEMBER 8	Full Orchestra Values Conversation
NOVEMBER 8, 9, MARCH 21, 22	Team Building Sectionals
NOVEMBER 16	Project-Based Development and Fundraising
NOVEMBER 17	On-Camera Speaking
DECEMBER 7	Leadership Panel and Film Screening with Marin Alsop
DECEMBER 15	Story and Content: Connecting with Audiences
JANUARY 12	Skills for Success and Happiness on the Job
JANUARY 18	Networking and Marketing Your Brand
FEBRUARY 7	Introduction to Negotiation Techniques
FEBRUARY 22	Personal Finance for Artists
FEBRUARY 22, 23	Individual Financial Planning Sessions
MARCH 1, 3	Individual Audio and Video Editing Techniques Sessions
MARCH 23	Artistic Diversification and Entrepreneurship
MARCH 29	Union 101 with AFM, ICSOM and ROPA
APRIL 5, 6	Thinking on Your Feet: Introduction to Improvisation
APRIL 8	Recording and Broadcasting in Classical Music
APRIL 28	NWS BLUE End-of-Season Wrap-Up Presentations
APRIL 29	How to Apply for an NWS BLUE Project



Networking and Marketing Your Brand



BLUE End-of-Season Wrap-Up Presentations

BUDGET

NWS BLUE Projects were made possible with support from the Maxine and Stuart Frankel Foundation, which provided a generous two-year gift of \$250,000. Their gift provided an expanded education focused on media, technology and digital spaces for both Fellows and alumni. Based on the results of the program during the 2021–22 season, the foundation has confirmed a third year of giving at an additional \$250,000.

All teams were required to create and manage their project's budget. Amounts ranged from \$100 to \$20,000 depending on the needs and goals of each project.



Solo Spotlight: Creative Dialogues

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 2021–22 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:

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

Additionally, respondents were asked to rate themselves on their employment readiness and on their perceived ability and confidence for acquiring and creating new work opportunities as artistic professionals.

FELLOW ASSESSMENT RESULTS

51 Fellows completed the assessment, representing a **59%** response rate. Of these respondents, **14** began their fellowship during the 2021–22 season, and **37** 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:

PRODUCTION AND OPERATIONS	28.2%
PROJECT MANAGEMENT	24.5%
DESIGN THINKING AND AUDIENCE EXPERIENCE	23.4%
BUDGETING AND FINANCE	23.2%
FUNDRAISING AND PATRON RELATIONS	22.6%
MARKETING AND COMMUNICATIONS	22.5%
NEGOTIATION AND ADVOCACY	21.6%
LEADERSHIP AND TEAM BUILDING	15.2%
PUBLIC SPEAKING	12.7%

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

ACQUIRING WORK OPPORTUNITIES	15.0%
CREATING WORK OPPORTUNITIES	12.4%
JOB PREPAREDNESS	10.1%

Fellows who began their fellowship **during** the 2021–22 season self-reported, on average:

- a 21.6% higher level of knowledge in curriculum topics
- a 12.3% increase in confidence in job preparedness, acquisition and creation

Fellows who began their fellowship **prior to** the 2021–22 season self-reported, on average:

- a 21.6% higher level of knowledge in curriculum topics
- a 12.7% increase in confidence in job preparedness, acquisition and creation



Negotiation Techniques Workshop



Inside the Music: Eurasian Folk Traditions

ALUMNI ASSESSMENT RESULTS

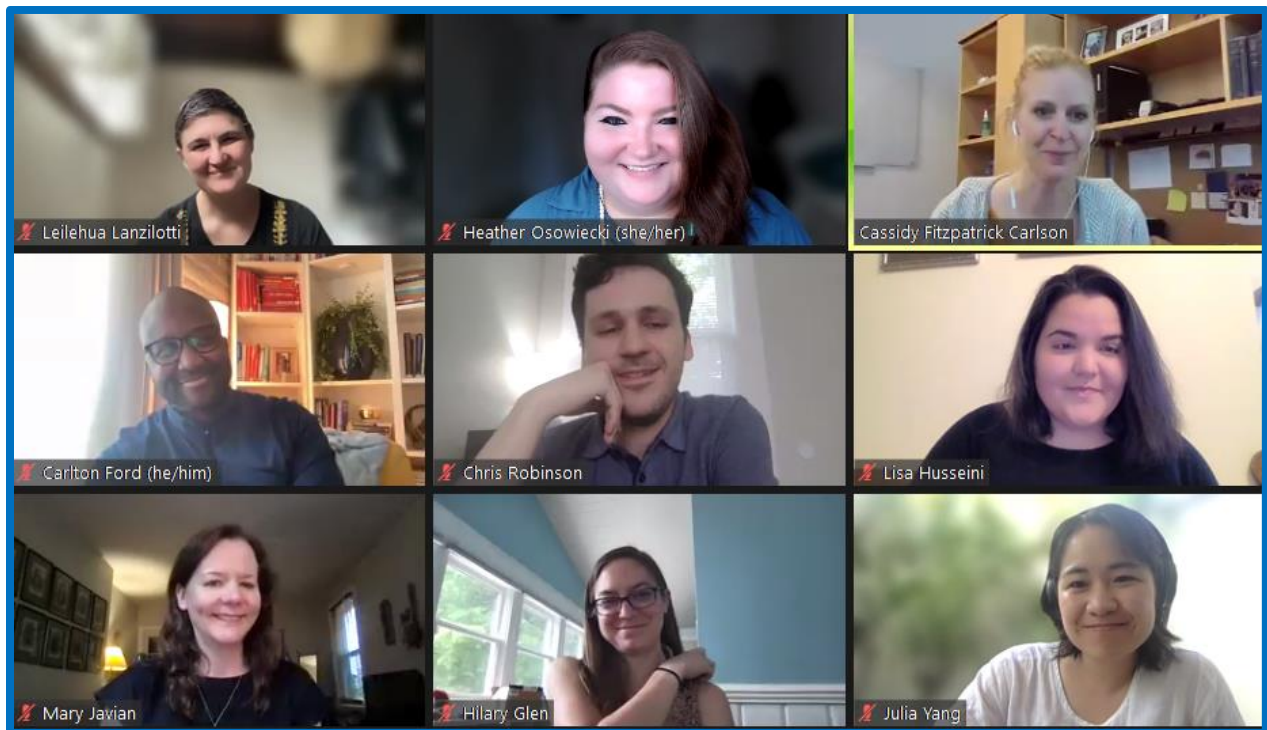
4 alumni team leaders completed the assessment, representing a **100%** response rate.

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:

NEGOTIATION AND ADVOCACY	40.0%
FUNDRAISING AND PATRON RELATIONS	36.4%
BUDGETING AND FINANCE	21.4%
DESIGN THINKING AND AUDIENCE EXPERIENCE	21.4%
MARKETING AND COMMUNICATIONS	18.2%
PRODUCTION AND OPERATIONS	15.4%
LEADERSHIP AND TEAM BUILDING	14.3%
PUBLIC SPEAKING	7.7%
PROJECT MANAGEMENT	6.7%

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

ACQUIRING WORK OPPORTUNITIES	27.3%
CREATING WORK OPPORTUNITIES	14.3%
JOB PREPAREDNESS	5.6%



End-of-Season Alumni and Mentor Virtual Gathering

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 5+-year research agenda will address the following two research 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 be used for data collection, analysis and dissemination.



Key Personnel:

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

THE FUTURE OF NWS BLUE PROJECTS

- Expansion and continuation of NWS BLUE support for alumni projects
- Enhanced focus on audience-building across all project types
- Greater facilitation of peer-to-peer learning across different project teams
- The continuation of a hybrid curriculum addressing the industry's most relevant skillsets
- Expansion of EDIB project requirements and curriculum resources



Carol of the Basses



Rehearsal for Inside the Music: Solstice



Blue Waves and Clearing the Stage



Solo Spotlight: Creative Dialogues