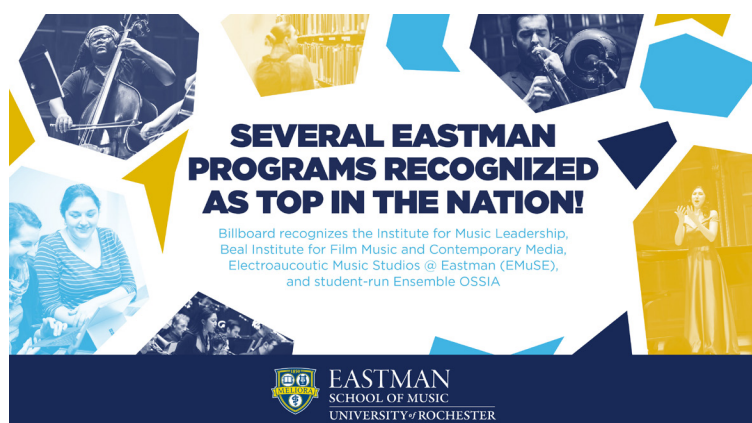


Institute for Music Leadership

2023 - 2024

Annual Report



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**EASTMAN
INSTITUTE FOR
MUSIC LEADERSHIP**



EASTMAN
SCHOOL OF MUSIC
UNIVERSITY of ROCHESTER

DIRECTOR'S NOTE

Welcome to the 2023-2024 Annual Report of the Institute for Music Leadership (IML)! I'm delighted to present this annual summary of our achievements, milestones, impact, and collaborative endeavors that continue to position IML as a leading example of excellence in music leadership. As an integral part of the Eastman School of Music, we aim to provide career and leadership development opportunities for musicians on and off the stage. Throughout the past year, the IML celebrated numerous accomplishments, four of which I'd like to recognize here.

- First, after only five years of operation, the MA in Music Leadership was one of a few Eastman offerings to be recognized by Billboard as one of the top programs in the country!
- Second, Eastman officially recognized the generous contributions of George and Mary Hamlin and their family. The Hamlin family funds, given in honor of IML's second Director, Jim Doser, provide endowment support to fund the IML Director position in perpetuity. The celebration on April 25th was a wonderful recognition of George and Mary Hamlin and a celebration of IML's past, present, and future.
- Third, after much research and many thanks to IML Assistant Director Dr. Blaire Koerner, the IML published a 25-year report, commemorating the development and achievements of the first quarter-century of IML.
- Fourth, the IML launched the first iteration of its tri-annual newsletter this past January. Created as a way to share timely information and updates about the IML activities to our partners and collaborators.

Personally, I would like to express my sincere appreciation to all those that help make IML flourish throughout the year. From our dedicated administrative team to our talented faculty, creative students, and many partners and supporters, it is due to the efforts of everyone involved with IML that fuels our success and enables us to reach long-lasting impacts. I invite you to read this annual report and discover how IML continues to evolve for a broad community of musicians.

Rachel Roberts
Director, ESM Strategic Initiatives
Hamlin Family Director of the Institute for Music Leadership in Honor of James Doser
Associate Professor, Music Leadership

ACKNOWLEDGEMENT

It is with great sadness that we share the recent passing of an incredible influence at Eastman - Paul R. Judy. An investment banker and civic leader, Mr. Judy was not only a financial supporter of the arts, but an active researcher and consultant on art organization business models. Through this passion, Mr. Judy took a keen interest in the IML and its potential to impact the field. For nearly three decades, Mr. Judy has provided multiple spaces for industry-wide research conversations, programming and financing for the Eastman community and beyond, including:


- 1994 - Founded the Symphony Orchestra Institute (SOI) to foster positive change for symphony orchestras
- 2004 - Gifted IML \$1.2 million to absorb SOI, renamed the Orchestra Musicians Forum, and continue providing resources to contribute to the professional growth and career advancement of musicians
- 2013 - Endowed \$1 million to the IML to form the Paul R. Judy Center for Research and Innovation after being inspired by his partnership with an Eastman student to research non-traditional ensemble business models
- 2019 - Donated another \$100,000 to support the publication of the Eastman Case Studies

Mr. Judy's thoughtful dedication, insights, and contribution toward supporting musicians at all levels will continue for many more decades come. The Eastman School of Music and the Institute for Music Leadership is eternally grateful for his ability to make our institute ever better.

YEARLY SNAPSHOT

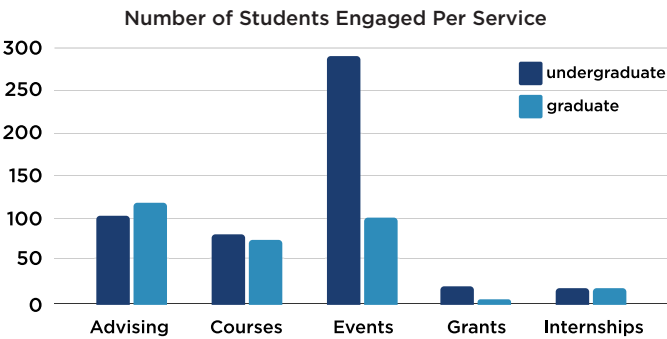
STUDENT ENGAGEMENT

The IML supports all matriculated students at the Eastman School of Music. A total of **565 students** engaged with the IML office this year via course offerings, events, advising and grant applications. Many students have engaged in more than one opportunity with the IML.



357 undergraduate students
108 masters students
91 doctoral students
7 exchange students
2 advanced diploma

65%
OF STUDENT
BODY



CURRICULUM, EVENTS, & PUBLICATIONS

Throughout the course of the year, the IML offers an assortment of ways to learn and grow—from curricular and guided learning to cross-department collaborations and published resources. This includes:



30
COURSES OFFERED*



107
EVENTS & PRESENTATIONS



71
GUESTS*



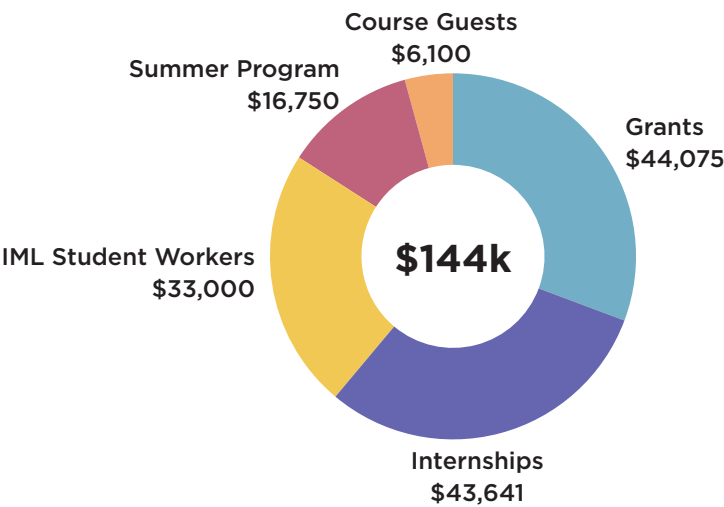
21
PUBLICATIONS*

FUNDING SUPPORT

The IML funds a variety of opportunities that supports the learning, research, networking, and skill development of Eastman students, alumni, faculty, and staff.

"The IML has been an instrumental part of my success during my Master's degree at Eastman, and beyond. It's vast resources and insightful mentors have helped set me up for success in many ways. Whether I've come in for career advice, help with resume and CV writing, or guidance during my time as an IML Mentorship Grant recipient, I always leave feeling prepared and inspired to take on my professional goals. The IML, and its offerings is truly part of what makes Eastman a world class institution."

Ben Jalensky '24E (MM)
IML Mentorship Grant Winner



*See Appendix for a full listing

CURRICULAR LEARNING

MASTER OF ARTS IN MUSIC LEADERSHIP

The online Master of Arts in Music Leadership (MAML) graduate degree is designed for musicians who seek to lead traditional or non-traditional musical arts organizations. This degree combines engaging online learning, courses from Eastman's performance and scholarly offerings, and a culminating capstone experience. Drawing from their musical background, graduates will be able to assume leading roles in musical arts initiatives of all kinds, connecting with leaders in the Eastman community and beyond.* The backbone of this degree is a combination of intense online coursework and hands-on experiences with leading musical arts organizations and mentors. The degree can be combined with a Masters of Music (MM) at the OR a Master of Business Administration (MBA) from the University of Rochester's Simon Business School.

Student Success Story



While completing her capstone internship with The Philadelphia Orchestra, **Ashley Vogler '23E (MA)** was offered a newly created position of Operations and Touring Coordinator at the organization. In this role, Ashley ensures the safety and logistics of the musicians and their instruments when traveling nationally and internationally. Ashley states that during the internship, "I developed meaningful relationships with my colleagues and became an asset as I used the skills I learned throughout my degree. I can confidently say that I practice what I learned in the MAML courses daily and it applies to almost everything I do in some shape or form. The icing on the cake from my experience was learning that I have a love for orchestra operations and production and am so lucky that I get to do what I love every day."



MINOR IN MUSIC LEADERSHIP

The Minor in Music Leadership offers Eastman Doctoral of Music Arts (DMA) candidates the opportunity for focused study to hone both artistic and managerial skills as a future music leader. The program requires 10-12 credits of the courses from the MAML curriculum, and offers dedicated individual advising with the MAML program advisor. An average of 5-6 DMA students participate yearly and are admitted through a competitive application process.*

*See Appendix for a full listing

CURRICULAR LEARNING

CATHERINE FILENE SHOUSE ARTS LEADERSHIP CERTIFICATE OF ACHIEVEMENT



The Catherine Filene Shouse Arts Leadership Certificate of Achievement (ALP) is designed to complement musical training with career and leadership training to support students in developing meaningful lives in music. Students personalize their program through courses (four credits), internships (two paid opportunities), connecting with industry professionals, and specialized advising. Those in the program gain knowledge of the music industry and the skills to become leaders throughout their chosen career fields. Each year, up to 25 undergraduate and graduate students are accepted into the program.* During 2023-2024, the IML focused on increasing the number of applications, establishing new partnerships with internship hosts and engaging with the 490+ ALP alumni network.

17%
increase in
applications



11
new host
organizations



75
ALP alumni
engaged



Student Success Stories

Six months after completing the ALP Certificate, clarinetist **Ju Young Yi '23E (BM)** successfully auditioned for and received a position in the U.S. Army Band "Pershing's Own" Concert Band. When reflecting on the audition experience, Ju Young stated, "I can't help but be so grateful to the IML office for preparing me so extremely well for this day. I learned so much about professionalism, career skills and interview skills through ALP and it showed in my audition. I had to talk about myself in front of the WHOLE clarinet section, but I knew I was prepared and ready. In particular, they were impressed with the marketing skills I gained in my ALP internships. I cannot believe that I have been able to come this far in my career so soon."



One of **Brianna Garcon's '23E (BM)** professional goals is to create her own organization that provides opportunities for minorities to succeed within the arts. While studying horn at Eastman, she pursued the ALP Certificate to assist in furthering her goals. Her internship experiences, combined with courses she took, assisted her in being hired as the Program Coordinator for the National Community Partnerships at the Kennedy Center shortly after graduation. Reflecting on her experiences at Eastman, Brianna acknowledges IML stating, "Thank you for all your help with interview prep, every ALP course, and the numerous grants you've given me! I wouldn't have made it this far without IML."

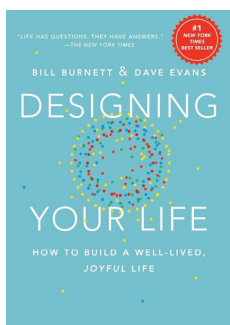
*See Appendix for a full listing

CURRICULAR LEARNING

IML COURSE OFFERINGS

IML courses are available to all Eastman students, regardless of their degree or course of study. These classes are at two levels: 1) free 1-2 credit Arts Leadership Curriculum (ALC) offerings for undergraduate and graduates that introduce non-profit, business, and career topics; and 2) the Music Leadership (ML) graduate level 1-4 credit courses that take a deeper dive into leadership issues and trends of the music field.* After taking 2022-2023 to assess current ALC courses, this past year was the redesign phase, which included two course revamps and two new courses that align with industry changes.

30
unique courses
offered



Creating a Modern Music Career - REVAMP

Through class activities and weekly assignments, students reflect upon their values and definition of success, explore options for their future, and understand the steps to accomplish their goals. Based on individualization, all tasks are designed to directly support each student's interests and pursuits. At the end of the course, students will have: 1. a list of relevant resources, 2. drafted application materials; 3. talked directly to professionals in the field, and 4. designed a personal strategy for 3 potential career journeys. This course is taught by career advisors Dr. Jeff Dunn and Dr. Blaire Koerner.

Equity and Inclusion as Performer, Teacher and Leader - NEW

In this online course, students examine how equity and inclusion work dictate the experience of a musician as a performer, teacher, and leader of a music organization. The class is divided into 3 sections (Performer, Teacher, Leader) and closely investigates how those roles may shift and how that should inform decision-making and implementation of equity and inclusion efforts. This course is taught by Dr. Crystal Sellers Battle, the Associate Dean of Equity and Inclusion at Eastman's George Walker Center.

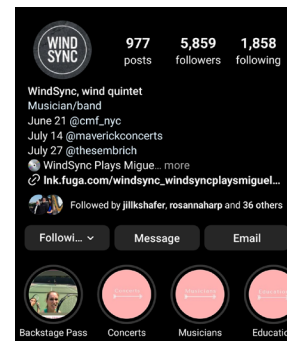


Introduction to Arts & Health - NEW

In this course students look at the field through four pillars: musicians' health and wellness; arts impact on the environment of healthcare spaces like hospitals; creative and visual arts therapies; and research that helps to translate the use of music in medicine for improving patient outcomes. Students learn about the different professional opportunities and careers that exist in each of these areas by talking to experts and taking some field trips to local places. Gaalen McCormick, Director of Eastman Performing Arts Medicine, instructs this course.

Building Your Audience - REVAMP

This online course teaches students on how to set themselves apart and develop their professional brand as a musician. Students research and implement tools and strategies to market themselves (or a product) to a variety of consumers - from audience members to parents to fellow artists. In addition, students explore new trends, up and coming digital platforms, and tricks for understanding the online marketing world. This course is taught by ALP Certificate alum Kara LaMoure '11E, bassoonist and marketing guru for the woodwind quintet WindSync.



*See Appendix for a full listing

GUIDED LEARNING

ADVISING

The IML provides one-on-one and small group advising for Eastman School of Music students and alumni up to five years post graduation. These advising sessions include topics such as career explorations, application materials, grant proposals, networking, and non-profit and for-profit entrepreneurial support. The philosophy that guides the IML's advising and career support is based on the Design Your Life model with four core steps: get curious, try stuff out, talk to people, and tell your story.

961
completed appointments

- 32% Undergraduate
- 46% Graduate
- <1% Artist Diploma
- 11% Alumni
- 10% Non-matriculated

346
unique individuals engaged

46%
returned for a second appointment (includes non-students)

"I see myself as a person full of new and bright ideas, but putting them all together doesn't happen easily. While working with Dr. Koerner, I witnessed her sharp mind in action when it came to writing and organizing thoughts, which brought me to produce immaculate materials. She is wonderful at her job—very professional, efficient, and empathetic. I am extremely grateful for the opportunity to work with her and wouldn't be where I am today without her!"

Estel Vivo Casanovas, '24E (MM) & '27E (DMA)

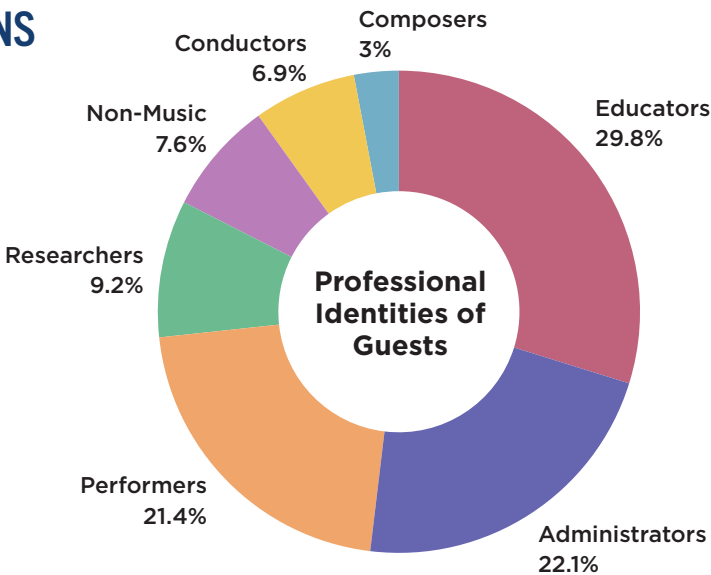


PEER CAREER ADVISORS

In Spring 2024, the IML beta-tested a new advising program - Peer Career Advisors (PCA's). In this service, selected ESM graduate students were trained to review and workshop their peer's resumes and CVs. They offered walk-in hours every other week, during which they advised fellow students on IML resources, critiqued materials, and answered questions on what to include. The IML simultaneously built an online resume/CV submission form for students to submit materials to receive written feedback from Peer Career Advisors. In fall 2024, the program will be expanded to weekly offerings.

GUEST ADVISING AND PRESENTATIONS

Throughout the year, industry professionals are identified via departmental collaborations to give presentations and have one-on-one advising sessions with students. These specialists engage Eastman musicians to provide advice on potential career paths, suggest network connections, and offer insight to industry trends. There were a total of 71 guests for 2023-2024 including **Sunny Kang '90E** (GRAMMY nominated clarinetist), **Victoria Paterson '93** (Broadway violinist and Director of Mostly Modern Projects), **Adam Sadberry '18E** (flute soloist & educator) and **Steve Danyew '10E (MM)** (ALP alum, award-winning composer and educator).



EXPERIENTIAL LEARNING



INTERNSHIPS

A core component of both the Master of Arts in Music Leadership and the Catherine Filene Shouse Arts Leadership Certificate of Achievement is gaining practical experience through internships. During the course of the year, the IML supported 52 internships across 33 institutions both locally (19), nationally (12), and internationally (2). These for-credit and paid experiences occur via in-person, virtual, and hybrid formats to assist students in building relevant skills, industry knowledge, and professional connections in the field.

Student Success Story



ALP Fellow **Leif Pedersen 'E24 (BM)** completed two internships at GirlsRock!, a nonprofit dedicated to using music to cultivate self-confidence in girls and LGBTQ+ youth. In his role, Leif started by supporting the summer camp programs and advance to running the adult Rock Roulette Program, which helps to fundraise for the organization. Thinking about his experience, Leif states, "GirlsRock! was a life-changing opportunity that helped me grow professionally and personally. The supportive and unique music-oriented environment connected with me on a deep level that made my experience unforgettably incredible. Being able to support young female and other non-male-identifying rockers made me feel as if I was contributing to ensuring tomorrow's rock bands are filled with more underrepresented musicians."

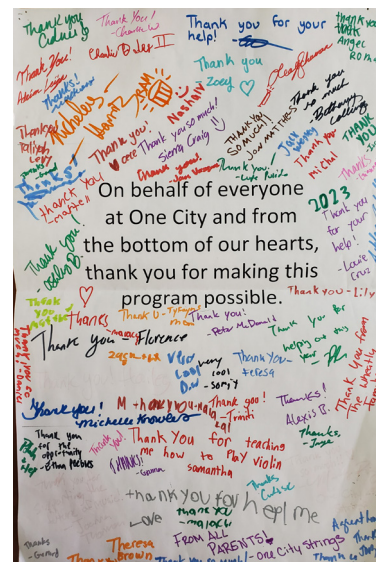
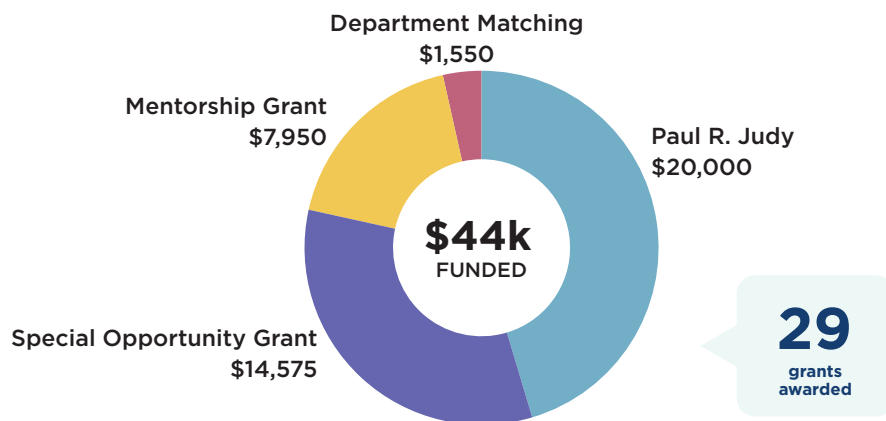
GIG SERVICE

The Eastman Gig Service is an online portal for Rochester community members to share performance opportunities with Eastman students. In Summer 2023, the IML updated the resources and language for both students and clients, in order to promote transparency between parties and encourage independence and responsibility for students looking to take freelance opportunities. In 2024, there were 225 new client registrations and 326 student responses to posted gigs. In addition, this year IML expanded the service so students can continue accessing the portal for one year after graduation, assisting them in the transition from student to professional musician.

EXPERIENTIAL LEARNING

GRANTS

The Institute for Music Leadership houses four annual grant programs that are offered to students, faculty, departments, and alumni of Eastman. These grants provide a wide variety of experiential opportunities to grant recipients by supporting research, projects, guests, and professional development opportunities.



Paul R. Judy Center Grant - for Eastman students, faculty or alumni

The Paul R. Judy Center (PRJC) Grant provides funding for research and innovative musical projects that focus on diversity, equity, and inclusion that have potential for lasting and sustainable change in the broader field of music.

4
won

48
applied

Special Opportunity Grant - for ALP Certificate students & alumni within two years of graduating

Designed to further the professional development of students and recent alumni within the Arts Leadership Certificate, this grant supports attendance at conferences, workshops, trainings, and other experiences that blend musical skills on & off the stage.

12
won

12
applied

IML Mentorship Grant - for full-time, matriculated Eastman students

To encourage new thinking and innovative ideas in music which benefit the broader field and communities, the IML Mentorship Grant is a guided program for Eastman students. Applicants receive guidance in developing their grant proposals and awardees are provided individual advising throughout the implementation of the project.

9
won

19
applied

Department Matching Grant - for departments at Eastman School of Music

This grant supports collaboration between IML and other Eastman departments to bring in external guests for presentations, panels, and other relevant experiences for the Eastman community. Each of Eastman's 13 departments can apply once a year for a matching amount (up to \$500) for a guest event.

4
won

4
applied



EXPERIENTIAL LEARNING

SAMPLE GRANT PROJECTS AWARDED

Stringocity!

Walker West Music Academy won a \$5,000 Paul R. Judy Center grant to support Stringocracy! Call and Response as Social Activism from Vivaldi to Hip Hop. In conjunction with the national election and the energy from young people to engage in social justice efforts to foster social impact, this project culminates in a 90-minute concert that explores social activism through a “call & response” approach from a cross-section of music genres rooted in the African/African American cultural experience.



Researching Mouthpiece Product Design

Jack Earnhart '25E (MA) is owner and founder of a brass mouthpiece company that focuses on custom product design for clients. In summer 2024, he will collaborate with several Rochester-based companies to develop a non-invasive method of orofacial modeling. This program's objective is to manufacture custom rims that are 'form-fit' to musicians' dental structures. Conventional dental impressions can be instructive, but because instrument performance is a dynamic process, a better solution is needed. Jack's goal is to obtain dental data as recorded by the mouthpiece, while the player performs, to better inform the designs.

Call to the Ancestors

Trombonist **Haik Demirchian '24E** won a grant to support his album “Call to the Ancestors.” This album is an accumulation of Haik's musical discoveries in his homeland of Armenia as well as the recently lost land of his ancestors, Artsakh. During the Armenian genocide, in which over 1.5 million Armenians were killed, much of the preserved Armenian music was burned. Haik aims to preserve Armenian folk music by recording music discovered during his journey to what remains of his homeland.



Erika Switzer - Co-creator of Sparks and Wiry Cries

Dr. Alison d'Amato, Associate Professor of Vocal Coaching, received a Department Matching Grant to support a visit by Erika Switzer, an internationally active collaborative pianist, and co-founder of Sparks & Wiry Cries, which curates opportunities for art song creators, performers, and scholars. While on campus, Erika helped to judge Eastman's annual Jesse Kneisel Lieder Competition, met with students at the IML to provide valuable insight on their individual career journey, and taught a masterclass alongside her duo partner Tyler Duncan.

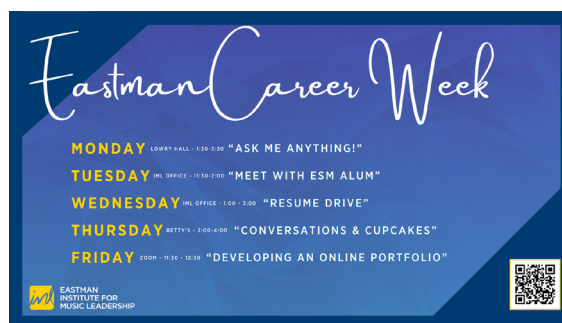
INTERNAL COLLABORATIONS

EVENTS & PRESENTATIONS

All events hosted by the IML are in collaboration with ESM academic departments, student groups or centers. In 2023-2024, sample IML workshops for students enrolled in First-Year Colloquium & Sophomore Music Theory, volunteer as a Student Alumni Ambassador, and teach through Music Teaching and Learning. Collaborative highlights of the year include the following:

Context Conference 2023: Contextualizing Equity and Inclusion in Music

In Fall 2023, the George Walker Center for Equity and Inclusion in Music hosted its first conference, gathering people across all spheres of music to discuss solutions around equity and inclusion in music. The two-day event featured 52 breakout sessions around five key conversation areas: Classroom Innovation, Curriculum Shift, Performance Practice, Community Engagement, and Recruitment & Retention. A co-sponsor of the conference, the IML offered financial, logistic, and marketing support to assist the Center with the over 500 individuals that attended. In addition, the IML partnered with the student chapter of Sigma Alpha Iota (SAI) to present a panel during the conference on “Women in Music Leadership: The Good, the Bad and the Ugly.” This event was sponsored by the Impact Project Matching Grant by the Sigma Alpha Iota Philanthropies, Inc.



Graduate Student Appreciation Week

During the first week of April, the University of Rochester celebrates National Graduate & Professional Student Appreciation Week. To recognize our Eastman graduate students, who consist of nearly half the student body, the IML partnered with the Office of Student Activities and the Graduate Student Association (GSA) for an assortment of events. In particular, the IML hosted two events on April 8 - Donut Day and a Headshot event. In the morning, leaders of GSA and IML Career Advisors provided coffee and donuts while listening to students questions and concerns. In the afternoon, a local photographer, Meredith Hart, was brought in to provide free headshots to the first 48 graduate students that registered. In order to receive their headshot, students had to meet with either a Peer Career Advisor or a Career Advisor for a resume review.

National Science Foundation (NSF) Grant

2023-2024 marked year two of a four year, \$1.8M NSF grant project “Toward an Ecosystem of Artificial-intelligence-powered Music Production” that was awarded to the University of Rochester and Northwestern University. Some of the outcomes from the year include assessing over 40 individual musicians interviews, developing a pressbook based on interview results, designing and teaching two 1-credit courses at Eastman on music technology and AI, and preparing to run a one-week, high-school summer camp for young music technologists. Director Roberts (a co-principal investigator) and Dr. Koerner (a member of the research team) were heavily involved in the completion of these tasks.

EXTERNAL COLLABORATIONS

SUMMER PROGRAMS - EASTMAN'S ABC'S OF LEADERSHIP



Eastman Leadership Academy (ELA)

for collegiate music students

The Eastman Leadership Academy is a weeklong virtual program for college students. Participants explored mission and visions, finance, and community engagement to develop project and nonprofit management skills. The 2024 keynote speakers were Monique van Willingham (New England Conservatory) and Sarah Forestieri '19E (MM) (City of Brampton, Canada), with additional workshops by IML staff. The cohort of 20 students were partnered in small groups for activities, case studies, and designing their own musical enterprise to pitch to the ELA faculty. Thanks to the generosity of the Yamaha Corporation, accepted students receive a full-tuition scholarship to attend the Academy.



Eastman Leadership Bootcamp (ELB)

for advancing leaders in music

The Eastman Leadership Bootcamp is a weeklong virtual program tailored to the working music professional. In its third year, the ELB consisted of 19 learners that met twice a day for intensive sessions on fundraising, finance, law, leadership, equity and inclusion as they relate to the individual and musical enterprise. The faculty for this program are drawn from ESM's Master of Arts in Music Leadership degree. To remove barriers, partial and full scholarships are offered to applicants by the IML. In continued partnership with El Sistema USA, seven El Sistema members were provided with full scholarships to participate in the 2024 Bootcamp.



Eastman Leadership Conference (ELC)

for current and aspiring deans, department chairs, and any faculty/staff of music schools

In 2024, IML hosted the 7th ELC, an in-person intensive for higher education music leaders from across the country. The featured presenters included Dean's Jamal Rossi (Eastman School of Music), David Gier (University of Michigan), and Susan Van Vorst (Baldwin Wallace University Conservatory of Music). Additional presenters included Rachel Roberts (IML), Dr. Crystal Sellers Battle (George Walker Center), and Dr. Peter Jutras (Dean of the University of Cincinnati College-Conservatory of Music). Across the four days, the cohort of 18 participants received hands-on training sessions, engaged in panel discussions, and built a community of professionals in the field. The Yamaha Corporation graciously provided funding to one individual from their annual Institutes of Excellence to attend the Conference.

NEW



Eastman Leadership Development Retreat (ELDr)

for high school students

In the fall of 2023, the IML hosted its inaugural Eastman Leadership Development retreat for a cohort of 35 local high school students and 9 educators. Designed for young musical leaders and members of the Tri-M Music Honor Society from local schools, the learners developed skills to carry out community engagement performances to serve their community through music. The retreat included a performance by Eastman student quintet Antlia Winds, a keynote address by Herb Smith, and sessions led by Eastman faculty and staff. The next retreat is scheduled for October 2024.

EXTERNAL COLLABORATIONS

PARTNERSHIPS, PRESENTATIONS, AND COLLABORATORS

College Music Society

Director Roberts has been an active participant in CMS, representing Eastman through numerous presentations and participation on committees. She is serving as 2024 Program Committee Chair for the upcoming National Conference in Washington, D.C. Working with the Program Committee, this role has set the Conference topic and curated the keynote speakers and multiple featured performers that will participate in the event. Additionally, Roberts is serving on the ad-hoc committee, “re-imagining how we gather” to explore the future developments of national convenings.

Music, Law & AI Symposium

The 2-part virtual symposium on Music, Law, and AI explored the intersection of technology, legal frameworks, and the music industry. Panelists, including ESM Music Leadership instructor Ari Solotoff and ESM National Council Member Dan McIntosh, explored the topics of copyright issues as it related to transformative impact of AI on music creation and distribution. With the connection to the research as part of the NSF grant, the symposium offered a deeper understanding of the evolving relationship between music, law, and artificial intelligence. Over 110 individuals registered for part one and nearly 130 individuals register for part two.



Society for Arts Entrepreneurship Education (SAEE)

During the 2024 SAEE Conference, Dr. Koerner was recruited to apply to an opening on the board of the organization. After submitting an application, Dr. Koerner was officially voted in as a board member in April of 2024. In this role, Dr. Koerner will serve a three-year term to assist the professional organization in their goals of advancing formal training and high educational standards for arts entrepreneurship education.

Creative Project Cohort

In Spring of 2024, Eastman joined Michigan State University and University of Colorado Boulder to participate in the Creative Project Cohort initiative for a second year. Students volunteers from these institutions join a cohort of individuals with a creative project in mind. At the start of the semester, each student develops learning objectives and SMART goals for their projects. The small cohorts, a mixture of students and staff from different institutions, met bi-weekly to review progress, provide support and brainstorm ideas.

Guest Presenting

In addition to internal presentations, IML staff are often requested to give presentations at conferences, other higher education institutions, and music-related organizations. Topics include Many Careers of a Musician, Building a Musician's Resume, Salary Negotiation, Entrepreneurial Thinking and more. This year, Director Roberts and Dr. Koerner presented at NEASEA Conference, Windwood Summer Festival, Aspen Music Festival, Bard College, Eastern Mennonite University, and TU Dublin Conservatoire.

RESEARCH & INDUSTRY SUPPORT

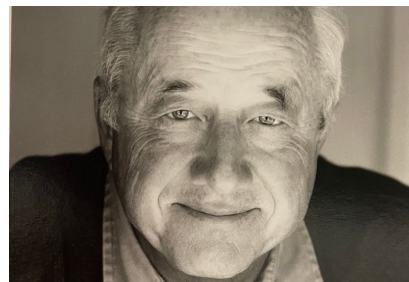
THE IML PODCAST

Season 4 of the IML podcast *Careers in Crescendo: Lessons for Musicians* consisted of 18 episodes, made available on Apple Podcast, Spotify, and Soundcloud. The podcast focuses on interviewing Eastman alumni, faculty and staff, and grant winners on their careers, projects, and expert insights into the world of music. Guests from this season included Dean Jamal Rossi, Dr. Crystal Sellars Battle, Brad Lubman, Vanessa Rose '98E and Gavin Chuck '04E (PhD). The content produced this year marks an increase of 100% in content over Season 3, and had an increase of unique listens by over 135%.



PAUL R. JUDY CENTER FOR RESEARCH AND INNOVATION

Founded in 2013, the Paul R. Judy Center encourages scholars to engage in a new field of research, one that focuses on innovative ensembles, their business models, and their impact on contemporary culture. In particular, Mr. Judy wished to produce additional research as resources to help young musicians and seasoned professionals alike gain knowledge and skills related to new models of artistic innovation, organizational relationships, and operational sustainability. In 2024, the following two research projects had their initial publications:



Instrumental Job Openings in Professional Ensembles

This cumulative report summarizes instrumental openings at performing ensembles in 2022 & 2023. The goal of the report is to provide insights and transparency into the career landscape awaiting music professionals. The report shares information from two lenses: 1. an overview of the broader field in general and 2. information for each specific instrument. In particular, it summarizes types of organizations with open positions, the organizations location, the number and types of positions, if positions receive per-service vs. salary pay, and income ranges.

Individual Funding Database

In recent years, many ESM students and young alum have asked for recommendations of financial support services. In particular, students are in need of funding for education, internships, performances, professional development, travel and research. This online database is a growing collection of music-based funding streams that specifically focus on sponsoring an individual or small organization without requiring non-profit status. The database not only informs students of potential income, but also encourages them to work with the IML when developing application materials to increase their chances of receiving funding.

2023-2024 Current Cohort Members

M.A. in Music Leadership, Majors

Leonardo ('Leo') Aguilar-Arias
 Brianna Cantwell
 Christopher Corona
 Sean Hickey
 Kimberly Holder-Callender
 Dustin Lin
 Alison Mack
 Kenneth Martinson
 Olivia Murray
 Susan Knapp Thomas
 Young Young Wang

M.A. in Music Leadership, Minors

Austin Chanu
 D.M.A. Orchestral Conducting
 Maurice Cohn
 D.M.A. Orchestral Conducting
 Emily Hart
 D.M.A. Performance and Literature, Oboe
 Ilines Kiuru
 D.M.A. Performance and Literature, Clarinet

Catherine Filene Shouse Arts Leadership Certificate of Achievement

Amelia Abouljoud
 M.M. Performance and Literature, Viola
 Elijah Alexander
 B.M. Jazz Studies and Contemporary Media, Trombone
 Meihui An
 B.M. Applied Music, Piano
 B.A. Japanese
 Catharine Baek
 M.M. Performance and Literature, Piano
 Olly Bangia
 B.M. Applied Music, Percussion
 Brandon Berlanga
 M.M. Performance and Literature, Percussion
 Reginald Bowens
 D.M.A. Performance and Literature, Voice, Jazz
 Dykeem Cervantes
 B.M. Applied Music, Saxophone
 Landon Chang
 M.M. Performance and Literature, Saxophone
 Jack Earnhart
 M.A. in Music Education, Euphonium
 Oliver Gomez
 B.M. Applied Music, Double Bass, Jazz
 Alicia Guan
 M.M. Performance and Literature, Voice

Lindsay Haukom
 B.M. Applied Music, Harp

Liz Jackson
 B.M. Applied Music, Voice

Mary Jedynak
 B.M. Applied Music, Guitar
 B.M. Music Theory, Guitar
 B.A. Brain and Cognitive Sciences

Yixuan (Lisa) Ling
 B.M. in Composition, Piano

Cass Lo
 B.M. Applied Music, Percussion

Ellie Loya
 B.M. Applied Music, Violin
 B.A. Brain and Cognitive Sciences

Anastasia Maritsas
 B.M. Applied Music, Voice

Charlotte McIntosh
 M.M. Performance and Literature, Trumpet

Sean McWilliams
 M.M. Performance and Literature, Percussion

Madeleine Nysetvold
 B.M. Applied Music, Violin

Leif Pedersen
 B.M. Applied Music, Voice

Hannah Reich
 M.M. Performance and Literature, Voice

Daniela Reyes
 B.M. Applied Music, Voice

Ashley Schlusberg
 B.M. Applied Music, Voice
 B.A. in Psychology

Kayla Sconiers
 B.M. Applied Music, Voice

Uday Singh
 D.M.A. Saxophone

Rachel Smith
 B.M. Applied Music, Viola

Jack Snelling
 M.M. Jazz Studies and Contemporary Media, Writing

Pedro Sperb
 D.M.A. Performance and Literature, Lute

Julian Stuart-Burns
 M.A. in Music Composition

Mikhail Studenkov
 B.M. Jazz Studies and Contemporary Media, Piano
 B.A. Japanese

Alexander Tada
 B.M. Applied Music, Violin

Cori Trenczer
 B.M. Applied Music, Cello

Karina Tseng
 B.M. Applied Music, Piano

Seth Tupy
 B.M. Applied Music, Percussion

Flors Van der Veken
 PhD in Music Theory

Jane Vourlekis
 M.M. Performance and Literature, Viola

Anne-Marie Wnek
 B.M. Applied Music, Violin

Taylor Yoon
 B.M. Applied Music, Cello

Staff & Student Workers

Staff

Kristijan Bogdanovski
Assistant Project Manager

Jeff Dunn
Program Manager

Kelly Jutsum
IML Department
Coordinator

Blaire Koerner
Assistant Director

Harish Nayak
Senior Digital Content
Strategist

Rachel Roberts
Director

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Anna Reguero
Eastman Case Studies
Editor

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ALP Graduate Assistant

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Research Team (Fall 2023)

Ian Briffa
Production Team Lead,
Peer Career Advisor

Brianna Cantwell
MAML Graduate Assistant

Vincent Chang
Marketing Team

Emma Gierszal
Marketing Team
(Summer 2023)

James Graziano
Operations Team
(Fall 2023)

Abby Hanna
Marketing Team Lead

Hannah Harnest
Research Team

Leena Hocutt Duarte
Marketing Team
(Spring 2024)

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Operations Team,
Peer Career Advisor

Yunyi Huang
Production Team

Wenyun “Bill” Liu
Production Team

Arianna Potluri
Marketing Team
(Spring 2023)

Daniela Reyes
ALP Intern

Jacob Rose
Podcast Team (Spring 2024)

Veronica Rokicki
Operations Team Lead

Kayla Sconiers
ALP Intern (Spring 2024)

Rachel Smith
Podcast Team

Yihan “Vivian” Tao
Marketing Team
(Summer and Fall 2023)

Zhilin Zhang
Research Team

Catherine Zhou
Operations Team
(Spring 2024)

Course & Event Guests

Individuals

Abra Bush
Lauren Adja Tian
Christopher Azzara
William Bauer
Raffaella Borasi
Caterina Bristol
Andrew Chan
Susan Daiss
Steve Danyew
Bob DeRosa
Rachel Dirks
Jacob Ertl
Anne Fennell
Judith Finell
Maria Finkelmeier
Joseph Fishman
Kevin Fitzgerald
Gerard Floriano
Elinor Freer
Wendy Fritz

Erin Futterer
Lloyd Goldstein
Adam Greene
Benjamin Guerrero
Lauren Haley
Yu Jung Han
Jherrard Hardeman
Scott Harrison
Caitlin Herring
Johnathan Herrington
Pamela Hin
Ali Rose Hotz
Caitleen Kahn
Henry Kelder
Mark Kellogg
Anna Kneeland
Alex Laing
Kara LaMoure
Seunghee Lee
Richard Li

Darren Lin
Yunn-Sha Ma
Daniel McIntosh
David Miller
Manaswi Mishra
Rosanna Moore
Mellasenah Morris
Kendall Nesbitt
Carolyn Nishon
Jung Ho Pak
Gwen Paker
Victoria Paterson
Hannah Pearson
Ruth Phinney
Molly Pow
Sarah Rhee-Tirr 
Vanessa Rose
Jamal Rossi
Adam Sadberry
Kim Scharnberg

Laurie Scott
Noah Sesling
Alden Snell
Ari Solotoff
Howard Spindler
Ann Marie Stanley
Erika Switzer
Sumner Truax
John Turman
Tiffany Valvo
Danny Ziemann

Course Offerings

Fall 2023

Arts Funding – How Do You Get It?

ALC 219 & 419, 1 cr.
Jacob Langerak

Arts Leadership Internship

ALC 280 & 480, 0.5-1 cr.
Blaire Koerner

Building Your Audience

ALC 206 & 406, 1 cr.
(online)
Kara LaMoure

Creating a Modern Music Career

ALC 212 & 412, 2 cr.
Blaire Koerner & Jeff Dunn

Designing Music Enterprises: Practicum

ML 422, 3 cr. (online)
Rachel Roberts

Development and Fundraising in Music

ML 432, 3 cr. (online)
Toni Paz

Entrepreneurial Thinking

ALC 210 & 410, JCM 261, 2 cr. (online)
James Doser

Exploring Technological Applications in Music

ALC 235 & 435, 1 cr.
Matthew Brown

Introduction to Financial Management

ML 412, 3 cr. (online)
Lisa French

Introduction to Arts & Health

ALC 234 & 434, 1 cr. (online)

Keys to Healthy Music

ALC 223 & 423, 1 cr.
Sue Callan-Harris

Leadership Issues in Music

ALC 211 & 411, MTL 421, 1 cr.
(online)
James Doser

Music Leadership Internship

ML 480, 3 cr. (online)
Blaire Koerner

Preparing Future Music Faculty

ALC 425, 2 cr.
Lisa Caravan

Strategies for Audition Success

ALC 228, 1 cr.
Nathan Laube, Peter Kurau,
James Van Demark, &
Marina Lomazov

Spring 2024

Arts Leadership Internship

ALC 280 & 480, 0.5-1 cr.
Blaire Koerner

Building Your Audience

ALC 206 & 406, 1 cr.
(online)
Kara LaMoure

Creating a Modern Music Career

ALC 212 & 412, 2 cr. (online)
Blaire Koerner & Jeff Dunn

Community Engagement

ALC 216 & 416, 1 cr.
Armand Hall

Consent & Performance: “Me Too”

ALC 233 & 433, 1 cr.
Sara Penner

Copyright & Licensing for Musicians

ALC 217 & 417, 1 cr.
Stephen Danyew

Economics Musical Arts Organization

ML 411, 3 cr. (online)
Caen Thomason-Redus

Entrepreneurial Ideas in Music

ML 423, 3 cr. (online)
Melissa Ngan

Entrepreneurial Thinking

ALC 210 & 410, 2 cr.
James Doser

Equity and Inclusion as Performer, Teacher and Leader

ALC 237 & 437, 1 cr. (online)
Crystal Sellers Battle

Creative and Innovative Leadership in Musical Arts Organizations

ML 420, 3 cr. (online)
Rachel Roberts

Introduction to Music Therapy

ALC 222 & 422, 1 cr.
Margaret MacArthur

Keys to Healthy Music

ALC 223 & 423, 1 cr.
Sue Callan-Harris

Marketing in the Digital Age

ALC 223 & 423, 2 cr.
(online)
Carey Kirkpatrick

Marketing Music Enterprises

ML 431, 3 cr. (online)
Vince Ford

Money Sources for the Individual Artist

ALC 218 & 418, 1 cr.
Laura Lentz

Preparing Future Music Faculty

ALC 425, 2 cr.
Philip Silvey

Studio Teaching: An Essential Career Component

ALC 229 & 429, 1 cr.
Maura Corvington

Using Technology in Music Performance

ALC 236 & 436, 1 cr.
Rachel Roberts

Summer 2024

Arts Leadership Internship

ALC 280 & 480, 0.5-1 cr.
Blaire Koerner

Law and Music

ML 413, 2 cr. (online)
Ari Solotoff

Music Administration & Governance

ML 410, 4 cr. (online)
Rachel Roberts

Music Leadership Capstone

ML 480, 3 cr. (online)
Blaire Koerner

Grant Winners

Paul R. Judy Center for Innovation and Research Grant

Walker | West Music Academy, Amelia Colwell
Stringocracy!

One City Drumline at VanderCook College of Music, Leah Schuman
Sugar Hill Salon

Hilary Glen
Resonance: A Multicultural Cello Method

District5, Alison Lowell
The QUEEN-tet Project: A Symphonic Drag Story Hour

IML Mentorship Grant

Vincent Huang
China International Low Brass Elite Seminar

Rebecca Bryant Novak
Ad Hoc

Brandon Berlanga
The SCINTILLATIONS Recording Project, Blacktop Percussion

Josh Budziak
Brass Mouthpiece Research

Sammy DeAngelis
Refract, 3D Percussion

Haik Demirchian
Call to the Ancestors

Hannah Harnest
A Yom HaShoah Remembrance Concert: Celebrating Jewish Culture through Classical Liturgical Music and Yiddish Art Song

Cori Trenczer
Smorgasbord for your Fingerboard: A Sequential Collection of Pieces for Solo Cello Volume 1: Songs for the Beginning Cellist

Chaojun Yang
Online Piano Education Content

Departmental Matching Grant

Jazz and Contemporary Media
Kendall Nesbitt Residency

Chamber Music
Henry Kelder Residency and Entrepreneurship Workshop

Strings, Harp & Guitar
Andrew Chan Residency and Succeed in the New World Workshop

Voice, Opera & Vocal Coaching
Erika Switzer Advising and Kniesel Lieder Competition Guest Judging

Special Opportunity Grant

Reginald Bowens
15th Annual Jazz Education Network Conference

Sammy DeAngelis
3D Percussion - Refract

Jack Earnhart
Oro-pro: Collaborative Research for Dental Profiling Device for Musicians

Marlies Hollevoet
Lilith Ensemble Premier & CD Release

Madelin Morales
Lincoln Center Rotational Program

Ashley Schlusberg
German for Singers at Middlebury Language Schools

Uday Singh
Zurich University of the Arts

Rachel Smith
Bang on a Can Summer Festival

Jack Snelling
Missouri International Composers Festival

Pedro Sperb
Lute Fest - Lute Society of America

Julian Stuart-Burns
Valencia International Performing Arts Summer Festival

Floris Van der Veken
XIX World Saxophone Congress 2023

Publications

Podcast Episodes

S4E1 – The Institute for Music Leadership
Rachel Smith

S4E2 – Contextualizing Equity and Inclusion in Music
Crystal Sellers Battle

S4E3 – Telling Stories with the Kilbourn Quartet
Kilbourn Quartet: Emilie Tupper, Chloe Yofan, Wednesday Hsu, and Noah Janowicz

S4E4 – The Anatomy of a Commission
Vanessa Rose and Melissa Ngan

S4E5 – Teaching Tunefully with Megan Goodsell
Megan Goodsell

S4E6 – Chamber Music, Access, and Opportunity with Ben Jalensky
Ben Jalensky

S4E7 – Pushing the Bar with Gavin Chuck, Alarm will Sound
Gavin Chuck

S4E8 – Cultivating Courage with Adam Sadberry
Adam Sadberry

S4E9 – Journey in Passion with Stephanie Tateiwa
Stephanie Tateiwa

S4E10 – Brass Beyond Binaries with Catie Hickey
Catie Hickey

S4E11 – Expand Your Opportunities
Monique van Willingh and Sara Forestieri

S4E12 – Making Change and Teaching Artistry with Eric Booth
Eric Booth

S4E13 – Discovering the Power of Storytelling with Joshua Conyers
Joshua Conyers

S4E14 – The Cycle of New Music with Brad Lubman
Brad Lubman

S4E15 – Balancing a Professional Portfolio with Daniel Pesca
Daniel Pesca

S4E16 – Building an Online Presence with Tiffany Valvo
Tiffany Valvo

S4E17 – Creating Access with Alecia Lawyer and ROCO
Alecia Lawyer

S4E18 – Lessons in Leadership with Jamal Rossi
Jamal Rossi

PRJC Research

2022-2023 Instrumental Job Openings in Professional Ensembles

Individual Grant Funding Database

Other

Institute for Music Leadership: A 25-Year Retrospective

Internship Host Organizations

Local

BIODANCE

Buffalo String Works

Eastman Community Music School

Erin & Ross Duo

ESM, Institute for Music Leadership

ESM, Office of Communications

ESM, Performing Arts Medicine

ESM, Summer@Eastman

Fingers Lakes Opera

fivebyfive

Gateways Music Festival

GirlsRock!

Jazz 90.1

Joseph Avenue Arts & Culture Alliance

Opera on Tap, Rochester

The Outer Loop Theater Experience

Pegasus Early Music

RocMusic Collective

Rochester Philharmonic Orchestra

Society for Chamber Music Rochester

Teaching Artists Roc

WXXI Classical Radio

National

Alamo City Arts
San Antonio, Texas

American Voices
San Francisco, California

Houston Symphony
Houston, Texas

JACK Quartet
New York, New York

Kneisel Music Festival
Blue Hill, Maine

Los Angeles Philharmonic
Los Angeles, California

Minaret Records
Los Angeles, California

New Music on the Point
Lake Dunmore, Vermont

Opera on Tap, Boston
Boston, Massachusetts

The Philadelphia Orchestra
Philadelphia, Pennsylvania

Third Coast Percussion
Chicago, Illinois

International

Hannaford Street Silver Band
Canada

Nadar Ensemble
Belgium