

**4 Prelude** by Robert Sandla

**7 The Score**  
Orchestra news, moves, and events

**15 Critical Questions**  
Nonprofit scholar Lester Salamon addresses the challenges faced by orchestras and the not-for-profit world. by Jesse Rosen

**21 At the League**  
A powerful new research partnership and increased access to data will give orchestras crucial information for planning ahead. by Chester Lane

**26 Frequent Flyer**  
As music director of two orchestras and a music festival, Michael Christie has mapped out an elaborate flight plan. by Ian VanderMeulen

**32 Starting Line**  
Getting noticed takes more than talent and hard work. Managers offer emerging artists advice on reaching the next level. by Stephen Planas

**37 Guide to Emerging Artists**

**44 Letter from Bangkok**  
Thailand's capital city may conjure up images of gongs and temples, but it also boasts three professional Western-style orchestras. by Brian Hinrichs

**54 Into Thin Air**  
New strategies for holding onto audiences by Rebecca Winzenried

**62 Vision Quest**  
The League's Institutional Vision Program thinks big. by Douglas McLennan

**70 League of American Orchestras Annual Fund**

**74 2009 Orchestra and Business Member Directory**

**123 Advertiser Index**

**124 Coda**  
James Conlon talks about conducting onstage and in the pit.



© David O'Connor



Photo: © Lida Kaminski; collage: Francis Baillet



Brian Hinrichs

**about the cover**

As music director of the Brooklyn Philharmonic, Phoenix Symphony, and Colorado Music Festival, Michael Christie spends a lot of time piloting his plane these days. See story on page 26.