



GLOBAL LEADERS PROGRAM

2019 ANNUAL REPORT

EXCEL AS A LEADER
CONNECT TO YOUR POTENTIAL
TRANSFORM THE WORLD

PROGRAM AT A GLANCE

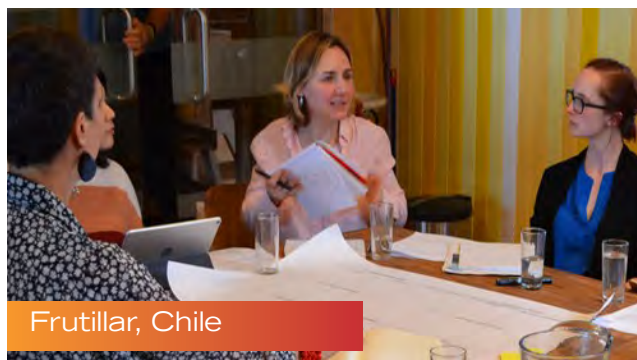
- 9-month Executive Graduate Certificate in Civic Development, Teaching Artistry, Organizational Management, Cultural Agency, & Social Entrepreneurship for musicians.
- Full Cohort Residence immerses participants as a group in 10 days of academic learning, leadership training, and community engagement across Chile.
- Participants travel on 10-day Field Assignments to dynamic international communities to broaden insights and put learning into practice.
- 12 tailored modules curated by nine academic institutions and think tanks.
- Learning complemented with 45 interactive webinars taught live by experts in fields ranging from business to neuroscience.
- Connects a cohort of 40 emerging leaders in music from across the globe, amplifying learning through this powerful network.
- Cost-effective curriculum and schedule adapted to the busy lives of working professionals and graduate students.

ACADEMICS

- 90+ hours of live webinars.
- Distinguished Cohort Mentor additions including Gloria Garafulich-Grabois (President at Gabriela Mistral Foundation), Nickolas Zekulin (Executive & Artistic Director at National Youth Orchestras of Scotland), Scott Harrison (CEO at Los Angeles Chamber Orchestra) and Andrea Creech (Faculty at Université Laval).
- Shark Tank-inspired social venture review panel comprised of 24 industry experts from across the Americas and Europe.
- Five days of on-site academic activities and workshops designed in collaboration with Harvard's David Rockefeller Center for Latin American Studies.

FIELDWORK

- 43 Field Assignments in 27 communities.
- New Fieldwork host partners in 2019 include For Love of Harp (Canada/Brazil); Centro Cultural San Antonio (Chile); Victoriano Lopez Music School (Honduras); ProCorda (UK); Yong Siew Toh (YST) Conservatory (Singapore/Indonesia).
- Expanded professional development opportunities.



Frutillar, Chile



Windhoek, Namibia



Bogota, Colombia



Tlaxcala, Mexico

LEADERSHIP



What could be more important than preparing talented musicians to become the community change-makers of tomorrow? What could be more exciting than achieving this mission in a way that allows participants to serve their home communities from grassroots programs in the most remote parts of the world? This is the multi-directional power of The Global Leaders Program (GLP). As those who have seen first-hand what music education can do to transform lives in our home communities, we could not be prouder to serve as Co-Chairs of the GLP Advisory Council.



The report detailed in the following pages presents a glimpse of the 2019 academic year. It highlights the learning of the Cohort in our online classroom, taught by the greatest minds in a variety of pertinent fields, as well as the growth that happened on the ground through Fieldwork. The Global Leaders Program aspires

to achieve what no other music initiative in the world does – to instill the tools of community development, social enterprise, and teaching artistry that allows world-class performers to dream big. We have no doubt that many of these emerging talents will someday be giants in the growing world of social development through music. As this year comes to a close, we look forward to the next – from our achievements and shortcomings in order to continue increasing the value the program offers to participants and communities.

THE HON. NIGEL CLARKE
CO-CHAIR, ADVISORY COUNCIL

CRISTINA BURELLI
CO-CHAIR, ADVISORY COUNCIL



ADVISORY COUNCIL

The Hon. Nigel Clarke, Co-Chair
Cristina Burelli, Co-Chair
Dr. Debbi Brock
Dr. Mark Churchill
Fernando Cortes
Dr. Juan Antonio Cuellar
Dr. Ricardo Ernst
Rafael Febres-Cordero
Dr. Lisa Lorenzino
Ken MacLeod
Mary Ann Mumm
Hilda Ochoa-Brillembourg
Dr. Gaston Ormazabal
Ambassador Javier Sancho
Nicola Schiess
Nathan Shabot
Suzanne Siskel
Carrie Bean Stute
Deborah Wanderley dos Santos
Michael Zaoui
Lizzie Eder Zobel



The Global Leaders Program grows out of The Orchestra of the Americas as a mechanism for providing much needed professional training to top orchestral musicians, while assisting community music programs in the more than 30 countries since the program's launch in 2012. As Chairman of The OA Group, we could not be more proud to serve as the lead institution behind the incredibly meaningful initiative that The Global Leaders Program represents.

Thank you to all—in particular GLP lead financial partner the Hildegard Behrens Foundation—whose belief, support, and hard work led to a successful 2019. We look forward to an even brighter future for the Program in 2020.

HILDA OCHOA-BRILLEMBOURG
FOUNDING CHAIRMAN, THE OA GROUP

FIELDWORK

This year, Cohort Members undertook 42 Field Assignments in 18 countries, made possible by \$200K USD+ in local investment and impacting more than 1,500 youth.

During this year's Full Cohort Residence (FCR) in Chile, we welcomed four new hosts, which enabled us to generate nationwide impact across the country. New host partners included the Faculty of Arts of University of Chile (Santiago), with whom we launched the first Jornada del Arpa Clásica, an event offering workshops and conferences aiming to make the harp more accessible to the community. Other new hosts included Centro Cultural San Antonio, which gathered students from all the orchestras in the central, coastline region of the country to work collaboratively in a project for the first time; Centro de Desarrollo Social Orquesta de Niños del Altiplano (Calama) launched the first ever orchestral camp held in the northern part of the country; and Chile's nationwide program FOJI, with whom we held events in regions with little access to quality music training.

Beyond the Full Cohort Residency, we welcomed four new host partners for individual assignments, including the Love of Harp (Canada/Brazil), a nonprofit organization led by Canadian harpist Gianetta Baril which organizes harp instruction for youth from the favelas of Rio de Janeiro and Sao Paulo; the Victoriano Lopez Music School (Honduras), which provides access to high caliber training in music for middle and high school students in San Pedro Sula; and the Yong Siew Toh Conservatory (Singapore), which plays an active role in Southeast Asia, impacting communities in neighboring countries through social music programs.

One collaboration of note was with ProCorda (UK), which hosted two GLP Field Assignments, as well as supporting the participation of 2019 Cohort Member Laura Feeney, Director of Schools and Outreach Programs. In addition to her duties at ProCorda, Feeney traveled to Suriname, Puerto Rico, Mexico, and Chile to lead musical activities and share with pedagogues practical tools on music education for people with special needs.

We look forward to continuing to expand our reach across the globe in 2020.

RAUL VERGARA

DIRECTOR OF INTERNATIONAL PROGRAMS

WHAT HOSTS ARE SAYING ABOUT FIELDWORK

"Without a doubt, for us and for the city of Osorno, it's a great opportunity to have the GLP working with us because it empowers and motivates our students to participate in the local projects. Working with the GLP gives our youth the opportunity to share and learn from teachers from different places around the world, which is always very interesting for them."

Rodrigo Diaz, Director, Cuerdas Frotadas de Osorno (Chile)

WHAT PARTICIPANTS ARE SAYING ABOUT FIELDWORK

"I could not have wished for a better tailored Field Assignment considering my particular areas of interest and expertise. I am so humbled to now consider my host as a friend, colleague, and mentor. She is exactly the kind of change-maker and force of nature that I aspire to be."

Laura Feeney (UK, viola)

FIELDWORK LOCATIONS



DATES

HOST PARTNER

LOCATION

Oct 14 - 23	Escuela Juvenil de Música	Panama City, Panama
Jan 13 - 20	Vive la Música/Corporación de Adelanto Amigos	Panguipulli & Pullinque, Chile
Jan 13 - 20	Cuerdas Frotadas	Osorno, Chile
Jan 13 - 20	Campamento Musicaustral	Frutillar, Chile
Jan 13 - 20	XXV Campamento Marqués de Mancera	Niebla, Chile
Jan 13 - 20	Campamento Musical del Desierto Atacama	Calama & Antofagasta, Chile
Jan 13 - 20	1er Encuentro Internacional de Cuerdas	Arica, Chile
Jan 13 - 20	Departamento de Música, Universidad de Chile	Santiago, Chile
Jan 13 - 20	1er Encuentro de Instrumentos e Itinerancia Educativa	Puerto Montt & Chiloe, Chile
Jan 22 - 29	Centro Cultural San Antonio	San Antonio, Chile
Jan 24 - 30	Esperanza Azteca	Nationwide, Mexico
Jan 31 - Feb 5	Sistema de Orquestas de Guatemala	Guatemala City, Guatemala
Feb 16 - 24	FUNSINCOA	Panama City, Panama
Feb 23 - Mar 3	Yong Siew Toh (YST) Conservatory	Jakarta, Indonesia
Mar 9 - 17	Victoriano Lopez Muisc School	San Pedro Sula, Honduras
Mar 17 - 24	New Brunswick Youth Orchestra	New Brunswick, Canada
Mar 17 - 23	UJED	Durango, Mexico
Mar 29 - Apr 5	FUNSINCOA	Panama City, Panama
Apr 2 - 13	For Love of Harp	Rio de Janeiro, Brazil
Apr 6 - 14	Conservatorio de Musica	La Paz, Bolivia
Apr 11 - 19	Bacarelli Institute	Sao Paulo, Brazil
Apr 12 - 20	Filarmónica del Café	Manizales, Colombia
Apr 12 - 22	Orquesta Filarmonica Juvenil Tlaxcallan	Tlaxcala, Mexico
Apr 15 - 21	New Brunswick Youth Orchestra	New Brunswick, Canada
Apr 20 - May 6	Asociación Nacional Suzuki	San Jose, Puerto Rico
Apr 21 - May 1	Escuela de Musica Victoriano Lopez	San Pedro Sula, Honduras
May 11 - 22	Joseph De Piro Orchestra & Kabataan Orchestra	Bataan, Philippines
May 16 - 26	National Youth Orchestra of Jamaica	Kingston, Jamaica
May 29 - Jun 5	Orquesta Veraguense de Vientos	Santiago de Vergauas, Panama
Jun 1 - 9	Orquestando Armonía	Boca del Rio, Mexico
Jun 9 - 17	Sonidos de la Tierra	Asuncion, Paraguay
Jun 29 - Jul 21	Youth Orchestra of Namibia	Windhoek, Namibia
Jul 1 - 7	Gran Encuentro de Chelistas	Bogota, Colombia
Jul 6 - 11	ProCorda	Suffolk, United Kingdom
Jul 13 - 22	Festival Allegra	Naolinco, Mexico
Jul 14 - 29	NEOJIBA	Salvador, Brazil
Jul 14 - Aug 5	Blume Haiti	Port-au-Prince, Haiti
Aug 13 - 24	ProCorda	Suffolk, United Kingdom

ACADEMICS

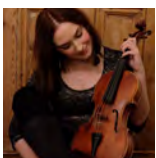
2019 was a year of exceptional academic growth for The Global Leaders Program. If 2018 was a year marked by a series of new institutional agreements with world-class universities and think-tanks, 2019 was a year of intensive feedback-based refinements, which solidified these agreements in ways that proved highly relevant for the learning of the 2019 Cohort.

A highlight of the 2019 curriculum was the in-person module curated by Harvard University's David Rockefeller Center for Latin American Studies, titled Cultural Agency: Literacy, Innovation, and Citizenship. This module, directed by Harvard Professor Dr. Doris Sommer, combined applied aesthetics workshops with small-team organizational consulting sessions to create a hybrid learning experience that propelled the growth of Cohort Members as cultural agents in the space of social innovation.

2020 promises significant growth for The Global Leaders Program. With a growing pool of exceptional GLP Alumni, the opportunity to create intergenerational exchanges that augment both the live online learning and the global network effect becomes ever greater and more impactful. In addition, this year's high-level priorities guiding the process of curriculum revisions will be a focus on content retention strategies, cross-cultural preparatory group activities, and new live interaction opportunities made possible by a more sophisticated online conferencing platform. We look forward to seeing how these improvements will reshape the learning experiences of 2020 Cohort Members.

JOSE PEDRO ZENTENO
ACADEMIC DIRECTOR

FINAL PROJECTS: HILDEGARD BEHRENS FOUNDATION PRIZE LAUREATES



CREATE TOGETHER SEND

Initiative by Laura Feeney (UK | Viola)

Create Together is the only UK-based professional development course for music teachers who have an interest in working with Special Education Needs & Disabilities (SEND) students. Create Together breaks down the barriers and stereotypes of the difficulties involved in leading SEND Music workshops, increasing SEND children's exposure to music allowing them to grow and develop self-confidence, self-esteem and social skills.



PLACE FESTIVAL

Initiative by Janet Fischer (Canada & UK | Soprano)

For socially conscious Londoners, the Place Festival is the Arts Festival that makes real change for homeless people because it delivers training, housing and employment for the homeless through the power of the crowd and the price of a ticket.



CREATIVE MUSIC WORKSHOP | SOUTHEAST ASIA

Initiative by Bethany Nette (Singapore & Australia | Trumpet)

For refugee communities in South East Asia, the Creative Music Workshop is a music program that focuses on social cohesion and skill building through the process of co-creating original music.



NEW HORIZONS PACIFIC

Initiative by Alexander Peña (USA & Mexico | Viola)

New Horizons Pacific provides an entry point to music-making for all adults living in Oahu in spite of their previous training in a musical instrument. Through a bowed- and plucked-strings orchestral/group ensembles for aging adults on the island, New Horizons Pacific seeks to create a healthy, happier life for program participants.

WEBINARS

MODULES

Module I: Introduction to Development, Education, & Social Action
 Module II: Music & The Mind; An Integrated Approach
 Module III: Frameworks for Advocacy & Action
 Module IV: Learning Systems
 Module V: Teaching Artistry for Communities
 Module VI: Introduction to Social Entrepreneurship

Module VII: Cultural Agency: Literacy, Innovation, & Citizenship
 Module VIII: Business Toolkit: Intro to Budgeting, Accounting, & Legal Structures
 Module IX: Operational Excellence
 Module X: Revenue Strategies: Paths to Financing
 Module XI: Measuring Results, Evaluating Impact
 Module XII: Sustained Success: Creativity & Renewal

MODULE DIRECTORS

Katie Wyatt
 Dr. Sylvia Holmes
 Stanford Thompson
 Christopher Schroeder
 Eric Booth
 Debbi D. Brock

Dr. Doris Sommer
 Eva Heinstejn
 Dr. Tim Kraft
 Richard Saad
 Jessica Sperling
 Armando Regil

SEMESTER I

DATE	LECTURER	SEMINAR TITLE
Aug 29	Global Leaders Team	Orientation: The Global Leaders Program Journey
Sep 5	Aniruhd Krishna & Katie Wyatt	Global Development & Education
Sep 10	Katie Wyatt	Intersection of Music Education & Social Change
Sep 12	Monique Van Willingham	Why Social Doesn't Always Equal Ethical
Sep 14	Katie Wyatt	Cohort-led Perspectives on Music Education & Social Change
Sep 17	Susan Hallam	The Wider Benefits of Engagement With Music
Sep 19	Dr. Sylvia Holmes	Music and Language, Literacy, Spatial Reasoning, & Mathematics
Sep 24	Dr. Meagan Curtis	Music for Health & Wellness
Sep 26	Steven Holochwost	Music & Socio-Emotional Development
Oct 1	Stanford Thompson	Developing a Logical Framework
Oct 3	GLP Alumni	Developing a Logical Framework: Let's Practice
Oct 8	Stanford Thompson	Introduction to Advocacy: How To Enroll Others In Your Vision
Oct 10	Ken MacLeod & Stanford Thompson	Introduction to Advocacy: Implemented Within the Context of Action
Oct 15	Chris Schroeder & Richard Hallam	Music in Educational Systems; An International Perspective
Oct 17	Chris Schroeder	Preschool and Elementary Music Education (to age 10)
Oct 22	Chris Schroeder	Music in Education of Young People (ages 11-18)
Oct 24	Andrea Creech	Music in Higher Education & Lifelong Learning
Oct 31	Eric Booth	Teaching Artistry as a Field & as Part of Your Career
Nov 5	Aristides Rivas	Global Needs & Challenges Faced by Teaching Artists in Community Projects
Nov 7	Judith Hill Bose	Best Practices in Teaching Artistry
Nov 12	Cobus Du Toi	Teaching Artistry Beyond the Classroom & Concert Hall
Nov 14	Eric Booth	Teaching Artistry in Your Performances & in Your Career
Nov 26	Debbi D. Brock	What is Social Enterprise?
Nov 28	Araba Sapara-Grat	Theory of Change
Dec 3	Benjamin Simmons-Telep	The Social Business Model Canvas: The Social Value Proposition & Market Opportunity
Dec 5	Debbi D. Brock	The Social Business Model Canvas: Implementation & Financial Viability
Dec 17	Dr. Gastón Ormazabal	Life Lessons from Hildegard Behrens & Perspectives on Chile

SEMESTER II

Jan 6-20	Dr. Doris Sommer	Full Cohort Residence: Cultural Agency: Literacy, Innovation, & Citizenship
Feb 4	Eva Heinstejn	Key Concepts in Financial Management
Feb 6	Leah Barto	Financial Management for New Enterprises
Feb 11	Leah Barto	Project Budgeting: Tools & Key Concepts
Feb 13	Eva Heinstejn	Key Concepts in Accounting
Feb 26	Tim Kraft, John Roloff, Kate Kammeyer	Operational Challenges in Real-Life Ventures
Feb 27	Tim Kraft	Structured Problem Solving & Root Cause Analysis
Mar 5	Elliot N. Weiss	Managing Service Operations
Mar 6	Tim Kraft	Introduction to LEAN Operations
Mar 11	Richard Saad	Marketing Strategies
Mar 13	Susan Shiroma	Introduction To Revenue & Fundraising Planning
Mar 18	Susan Shiroma	Introduction To Proposal Writing
Mar 20	Richard Saad	Towards Sustainable Growth: Income-Generating Thinking
Mar 25	Jessica Sperling	Evaluation: Frameworks for Considering Program Impact & Fostering Program Learning
Mar 27	Jessica Sperling	Gathering Evidence: Data Types & Data Collection
Apr 1	Erin Busch & Ivonne Chand O'Neal	Evaluation in Action: GLP Alumni Examples
Apr 3	Jessica Sperling	Implementation & Ethics in Community-Engaged Research & Evaluation
Apr 15	David Hurst	The Ecological Perspective
Apr 17	Armando Regil	The Power of Purpose & Imagination
Apr 22	Armando Regil	Creativity and Innovation to Co-Create
Apr 24	David Hurst	The "Hunting Dynamics" of Teams and Approaches to Positive Change
May 8	Louis Songster	Killer Pitch Craft
May 15	Cohort Members	Cohort-led Case Study Presentation
May 20 - Jun 5	Cohort Members	Shark Tank Panels

FULL COHORT RESIDENCE

PROJECT SUMMARY

From January 7 - 21, the 2019 Global Leaders Program Cohort traveled to Chile to participate in a Full Cohort Residence curated by **Harvard University's David Rockefeller Center for Latin American Studies (DRCLAS)**. The project was organized in partnership with a variety of leading arts, development, and education organizations across Chile, including **Colegio Kopernikus, Teatro del Lago, Corporación de Adelanto de Panguipulli, Universidad Austral de Chile, Cuerdas Frotadas de Osorno, Musicaustral, Centro Cultural San Antonio, Centro de Desarrollo Social Orquesta de Niños del Altiplano, Fundación Orquestas Juveniles e Infantiles de Chile (FOJI), and Universidad de Chile**. Additional support was provided by **Fundación PLADES** as well as the collaboration of local initiatives including **Departamento de Cultura Municipal de Frutillar, Área de Comunidad Teatro del Lago, Museo Colonial Alemán de Frutillar, Casa de Oficios, Aprendizaje Creativo Frutillar, Cámara de Turismo y Cultura AG, Botes Puerto Octay, and Visión Amable**. Through development-focused learning activities in a variety of locations, the 2019 GLP Cohort took measurable steps towards promoting the sustainable growth of initiatives in the region, while broadening their insights and capabilities as rising social innovators through music.

PART I: MODULE

The project began with a five-day intensive Module in the Chilean community of **Frutillar**, recently named a **UNESCO City of Music**. The Program supported the Fundación PLADES network of local initiatives aimed at social innovation, to promote creative learning opportunities and increased community impact.

Through a series of activities on the ground lasting from January 7 - 12, led by Harvard's DRCLAS, **40 Cohort Members of the 2019 Global Leaders Program**—expert, motivated change-makers in community development through the arts and rising social entrepreneurs representing 24 nations across five continents—led and collaborated in a series of activities aimed at furthering the sustainable development of the town and the surrounding region. GLP Cohort Members and visiting Faculty brought transferable perspectives on ways to better connect practical problem-solving tools from the arts and humanities to the civic development of community. The GLP group contributed to conversations on how

"We were thrilled to have received the 2019 GLP Cohort as contributors to the vibrant community of Frutillar, recently named a UNESCO Creative City of Music. Additionally, we enjoyed seeing the lines of cooperation between the Cohort Members and a number of local Fundación PLADES initiatives. We share a belief that the social change agents of the GLP Cohort have the potential to transform communities and that the experiences they took part in during this project will play a substantial role in their own growth and development, as well as in ours."

NICOLA SCHIESS
FOUNDER, COLEGIO KOPERNIKUS



COLLABORATING FUNDACIÓN PLADES NGOS

- Departamento de Cultura Municipal de Frutillar
- Cámara de Turismo y Cultura AG
- Casa de Oficios
- Área de Comunidad Teatro del Lago
- Museo Colonial Alemán de Frutillar
- Aprendizaje Creativo Frutillar
- Botes Puerto Octay
- Visión Amable

from politics to business. Additionally, Cohort Members spent three days working hand-in-hand with local NGOs to explore institutional processes within these organizations. These sessions looked to better understand the challenges these NGOs are working to address and how to refine processes harnessed toward solving these challenges. All GLP-led activities unfolded in Frutillar, under the guidance of Harvard professor **Dr. Doris Sommer**, Director of the Harvard Cultural Agents Initiative, together with **Catherine Surace**, the Academic Director of Colombia's Fundación Nacional Batuta, and additional visiting lecturers.



INNOVATION PROCESS WORKSHOPS WITH FUNDACIÓN PLADES NGOs

From January 8 - 11, Cohort Members broke into small teams to lead hands-on workshops and conversations with local NGOs. Calling upon critical learnings from The Global Leaders Program curriculum and the shared experience brought together by international perspectives of Cohort Members, small teams worked with local NGOs to help co-engineer innovative solutions for local challenges. These processes and conversations aimed to produce a holistic and integrated understanding of each local initiative's mission, objectives, design, and culture, as well as their services, products, and programs.

On the evening of January 11, all PLADES-supported initiatives came together for a forum where Cohort Teams presented a summary of their work to the community at large. Cohort Members shared a series of observations, insights, and outcomes from each of the site workshops, moderated by **José Feureisen**, Sociocultural Director of Fundación PLADES.

PART II: FIELDWORK

Following the Frutillar Module, beginning on January 12, GLP Cohort Members traveled on a series of field assignments across Chile, from the Atacama Desert to the island of Chiloe. The Teams spent a week leading educational camps intended to support the development of regional music education initiatives including **Vive La Música Panguipulli**, **Cuerdas Frotadas de Osorno**, **Campamento Musicaustral**, **XXV Campamento Musical Marqués de Mancera**, **Campamento Musical del Desierto de Atacama**, **1er Encuentro Internacional de Cuerdas Arica-Parinacota**, **Orquesta Juvenil de San Antonio**, **Departamento de Música, Facultad de Artes de la Universidad de Chile**, and **1er Encuentro de Instrumentos e Itinerancia Educativa de la Isla Grande de Chiloe**. Cohort Members mentored 1,000+ youth, in addition to engaging local music teachers in instructive sectionals, rehearsals, clinics, and other activities intended to benefit community music initiatives, while exposing the Cohort to a variety of new perspectives, references, and practices.



"Fundación PLADES enthusiastically welcomed the 2019 GLP Cohort to the region of Los Lagos. For us, it was a great pride to host these rising leaders in Frutillar, who contributed to the creative learning of many local initiatives that share their commitment to social innovation."

TOMÁS CORTESE, EXECUTIVE DIRECTOR, FUNDACIÓN PLADES

FINANCIAL SUMMARY

The GLP's financial performance for the 2019 fiscal year ended September 30 is provided in accordance with GAAP accounting conventions.

REVENUES

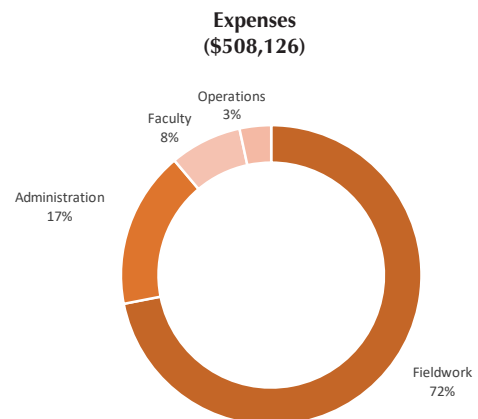
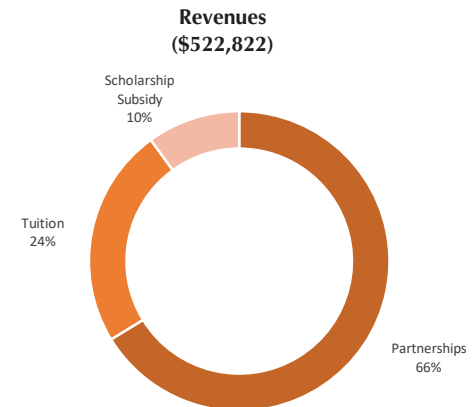
The financial profile of the 2019 Global Leaders Program (FY19) reflects a lean initiative where the impact of each earned dollar is multiplied by a blend of public/private in-kind support from fieldwork partners and scholarship subsidy from private supporters. Cohort tuition and in-kind investment from Fieldwork Partners combined to a subtotal of USD 470,462, representing the cornerstone of the program's financial resilience in 2019. Revenues also reflect a growth in private charitable investment from a range of individual and institutional supporters, most notably the Hildegard Behrens Foundation, which led the way in charitable contributions in 2019 amounting to USD 52,360.

EXPENSES

This growth in revenues allowed on the expense side of the program for a number of enhancements to be made to the Cohort learning experience. Expenses for the year totaled USD 508,126 and included the expansion of the Full Cohort Residence in Chile to involve a wider range of international faculty than in past years, along with increasing the number of Co-Curating Academic Institutions to nine, deepening the role of Module Directors, and growing the role of a number of GLP administrative positions to better support Academic and Fieldwork management. The result of these improvements, together with the strategic deployment of a targeted marketing budget, helped ensure the most diverse, well-qualified group of applicants to date in 2019.

FUTURE GROWTH

Looking forward to 2020, projected continued growth of earned and charitable revenue will continue to build the program's sustainability. This benchmark is supported and made possible by key operational investments made incrementally over FY18 and FY19 that has resulted in marked increases in the perceived and real value that the program offers to both its participants and partners.



2019 COHORT MOSAIC



Sarah Agrios
USA | Violin
Teaching Artist & Freelance Teacher



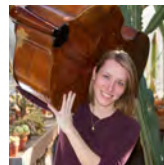
Vivianne Asturiazaga
Bolivia | Flute
*Florida State University
Doctoral Candidate*



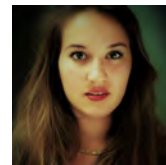
Meghan Bennett
USA | Flute
*Prairie View A&M University
Adj. Instructor of Flute*



Cecilia Bercovich
Spain & Israel | Violin
*Katarina Gurska Foundation
Teaching Committee*



Lindsay Bobyak
USA | Double bass
*BSO OrchKids
Strings Fellow*



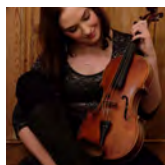
Kardelen Buruk
Netherlands & Turkey | Viola
*Royal Conservatory of the Hague
Graduate Student*



Yazhmín Castañón
Mexico | Flute
*Orquesta y Coro Kol Shalom
Conductor*



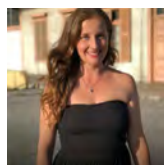
Ivana Cirrincione
Argentina & Italy | Violin
*Superar Suisse
Program Director*



Laura Feeney
UK | Viola
*Pro Corda
Director of Schools & Outreach Programs*



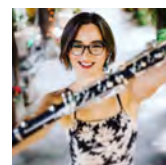
Janet Fischer
Canada & UK | Soprano
*Proper Opera
Chief Executive*



Cristina Gatica
Chile | Cultural Management
*Fund. Artístico Coral Cantares
President*



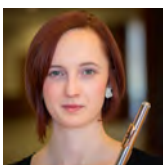
Aaron Glaser
USA | Percussion
*Cypher
Music Director*



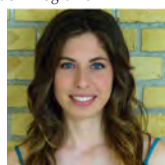
Kristi Hanno
USA | Clarinet
*Arizona State University
Doc. Can. & Teaching Artist*



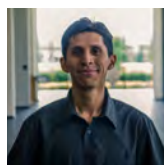
Sarah Harris
UK | Viola
*Mayflower Federation
Violist & Instrumental Teacher*



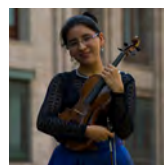
Kelly Herrmann
USA | Flute
*Crosstown Winds
Member & Manager*



Irene Labrador
Spain & Denmark | Cello
*Musiksak
Cello Instructor*



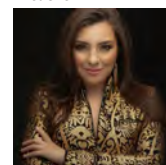
Israel Macedo
Peru | French Horn
*Peruvian Air Force Band
Teaching Artist*



Julieta Márquez
Mexico | Violin
*La Salle University Mexico
Info. Processes Analyst*



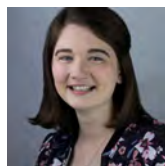
Yoelvis Medero
Belize & Cuba | Flute
*Allegro Music School
Co-Director*



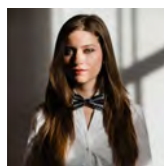
Maria José Morales
Guatemala | Soprano
*Querido Arte Ópera de Guatemala
CEO & Co-Founder*



Maryen Munoz
Spain, Mexico, USA | Harp
*Tierra 47 Harp Festival
Artistic Director*



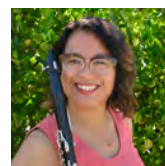
Bethany Nette
Singapore & Australia | Trumpet
*Yong Siew Toh Conservatory
Teaching Artist*



Angela Otcuoglu
Canada & Turkey | Piano
*Duo Columbus
Co-Founder*



Rosa Pampillo
Costa Rica & Spain | Violin
*INET-md
Doctoral Candidate*



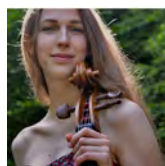
Lea Pandey
USA | Clarinet
*American Youth Symphony
Development Associate*



Alexander Peña
USA & Mexico | Violin
*Iolani School
Director of Orchestras*



Anja Poulsen
Denmark | Flute & Conductor
*Kulturskolen på Indre Nordmoere
Music Teacher & Conductor*



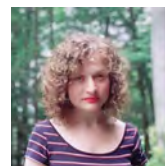
Deborah Preuss
Germany | Cello
*Symphonieorchester Crescendo Freiburg
Teaching Artist*



Victoria Romann
Germany | Flute
*Chamber Ensemble Hankelmusik
Performer & Teaching Artist*



Susanne Simma
Austria & UK | Bassoon
*Instructor, Royal College of Music
Principal Bassoon, Sinfonietta
Vorarlberg*



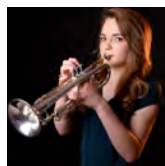
Judith Sweet
USA | Piano & Clarinet
*Jerusalem Academy of Music & Dance
Freelance Teaching Artist*



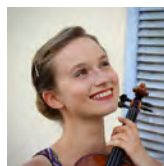
Tylor Thomas
USA | Bassoon
*Mannes School of Music
Graduate Student*



Liam Underwood
USA | Percussion
*Camp Boggy Creek
Program Associate*



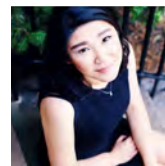
Ety Wake
UK | Trumpet
*Freelance Performer & Teacher
Royal Conservatoire Scotland Alum*



Bailey Wantuch
Canada & USA | Violin
*Schulich School of Music, McGill
Graduate Student*



Patricia Weitzel
Brazil | Double Bass
*Sphinx Organization
Sphinx Competition & Virtuosi Alumna*



Edith Widayani
Indonesia | Piano
*Eastman School of Music
Performing Artist & Music Educator*



Scott Wilson
Australia & UK | Conductor
*Guildhall School of Music & Drama
Conducting Instructor*

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