

Eastman-Rochester New Horizons Program Rochester, NY

MEMBER HANDBOOK

September 8, 2016



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<http://www.rocnewhorizons.org>

<http://www.esm.rochester.edu/community/newhorizons/>

Rehearsal Location:
First Unitarian Church
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Rochester, NY 14610

Eastman-Rochester New Horizons Program

MEMBER HANDBOOK

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Eastman-Rochester New Horizons Program

MEMBER HANDBOOK

Introduction

In 2006 the Band Council determined that there was a body of information that should be in the hands of all band members. Toward that end the first band handbook was published. It has been revised from time-to-time to keep it up to date.

Since much of the information included here is applicable to the entire Eastman-Rochester New Horizons Program, this handbook is being expanded in 2016 to include all New Horizons ensembles. In addition to containing much useful and interesting material, it contains some rules that we all must follow.

Mission Statement

The mission of the New Horizons Program of Rochester, NY is to enhance the musical experience of adults by providing the opportunity for them to perform music in an ensemble. Embracing the concept that adults can learn to play an instrument or sing at any age, the program is open to beginning and experienced musicians of all levels. New Horizons provides opportunities for its members to grow musically and to enjoy rehearsing, playing, singing and performing with others.

New Horizons Philosophy

The New Horizons Program exists for the enjoyment of its members. Some members are just beginning a new instrument, while others are reconnecting to their past musical experiences or expanding their current musical experiences. Some members dedicate a considerable amount of time to practicing and musical study; others are more casual in their approach. Regardless of previous musical background and levels of ability and participation, all are welcome.

New Horizons is a member-centered program. Given that the program belongs to its members, the program's general direction is left to its members. The conductors, mentors, and the resources of the Eastman School of Music lend musical expertise and administrative support.

There are no auditions for the program. Members select the ensemble(s) in which they wish to participate. Consulting with conductors, section mentors and section members can be helpful in this process.

The social component of New Horizons is very important. Members socialize during breaks at each rehearsal and at social events held during the year. New Horizons camps and exchanges with other New Horizons groups outside of Rochester provide additional opportunities for socializing and performing.

New Horizons and the Eastman School of Music

Eastman-Rochester New Horizons is affiliated with the Eastman School of Music. Members pay tuition to the Eastman Community Music School which, in turn, pays for our music, our conductors, our mentors, and our rent to the church. Your identification card will give you free or reduced admission costs to most Eastman School concerts and recitals for which there is a charge to the public.

In the event of the dissolution of the Eastman-Rochester New Horizons Program all remaining assets after the payment of liabilities shall be to be donated to the Eastman Community Music School.

The Program

The Eastman-Rochester New Horizons program started as a single band in 1991. It has grown to include three bands, three orchestras, a chorus and a number of smaller groups. These smaller ensembles are based on particular instrument groupings and/or emphasize particular music genres. In general, individual members have led the way in creating these ensembles with a specific focus. Perhaps other ensembles will develop over time. Directors of these ensembles may limit participation in them based on size constraints or a player's ability to perform a group's typical repertoire. Additional information about all of the ensembles is available later in this handbook and on the website at www.rocnewhorizons.org

Building & Grounds Usage

The Eastman Community Music School rents specific rooms at First Unitarian Church for use by the New Horizons Program. It is important to understand that the rental agreement does not include the use of the church office or staff, copiers, or telephones. We need to respect all contractual obligations in order to

continue a good working relationship with the church. Therefore, New Horizons musicians are expected to follow the guidelines in this agreement.

Parking

- Use the upper and lower parking lots adjacent to the main doors. The parking spaces marked for 15-minute use only are not to be used by NH members. These spaces are reserved for the Winton Road Nursery School student drop-off.
- On snowy mornings, do not arrive before 8:30 am. The church staff needs time for plowing and salting the sidewalks and parking lot.

Entry & Foyer

- Enter the church through the main doors only. The side entrance is reserved for access to the Winton Road Nursery School.
- A door monitor must be in the lobby from 8:15 am – 9:10 am, after which the outer doors need to be locked. The outer door should not be propped open.
- The hallway along the right (north) side of the sanctuary is for the exclusive use of the nursery school as required by regulations. Do not exit the sanctuary via the doors that lead to this hallway.

Sanctuary and Classroom Use

- New Horizons rents only certain rooms for rehearsals: The Sanctuary, Gilbert Hall, Rooms 110, 215, 217, 219, 220, 224, and 228. The rental period ends at 12:30 pm at which time NH members must leave the building. No other rooms may be used.
- Instrument cases should be kept either in the classrooms or in the Sanctuary.
- At the end of each classroom rehearsal, make sure chairs are neatly stacked, windows are closed and lights are off.
- Chairs in the Sanctuary should be returned to normal church setup following Thursday's rehearsals unless the church staff requests a different setup.
- The church makes available a few music stands for our use. Please return stands to the storage rack following rehearsals.
- Check for lost items in the Lost & Found bin in the workroom (located in the hallway past the door to the church office).
- Do not take food and beverages into the Sanctuary. Smoking anywhere in the church is prohibited.

- Smoking anywhere in the church is prohibited.
- A few times a year, 1st Unitarian hosts families in transition in a program called RAIHN (Rochester Area Interfaith Hospitality Network). During these weeks the guests keep their belongings and sleep in the classrooms on the 2nd floor. We ask them to tip up their beds and pick up personal items before they leave each morning. Please respect their personal effects during an extremely difficult time for them.

Church Office and Staff

Only the New Horizons conductors and the New Horizons/Church liaison are to go into the church office. Members should see them if there is need for communication with the office staff. Feel free to contact Dave Teegarden, who is currently serving as liaison, at 722-1718 with questions or concerns.

Check for missing items in the Lost & Found bin in the workroom (located in the hallway past the door to the church office). We do not have access to anything else (e.g., copiers) in this room, including the storage of instruments or other items.

Weather Cancellations

For canceling New Horizons rehearsals on a Tuesday, Wednesday or Thursday, we will follow this procedure when cancellation appears to be a possibility:

- The conductors of the day and the Associate Dean of ECMS will make a decision by 7:15am.
- If rehearsal is cancelled:
 - The Associate Dean will contact Eastman School of Music, and the directors of NH ensembles affected on that day. The directors will then notify their groups, mentors, and also the church by email or other means
 - Some ensembles might have their own phone chains. If so, this phone chain should be enacted at this time
 - If you do not have email, please be sure someone has your phone number and will call you.
 - Eastman will inform the media of this particular New Horizons closing.
 - The Associate Dean will remotely change the ECMS office phone message to indicate the NH closure.

By 7:30 AM information on cancellation of New Horizons activities should begin to appear on the following outlets:

ECMS 274-1400
WROC - TV 8
YNN-TV9
WHEC-TV10

WHAM-TV 13
WXXI Radio - 91.5 FM or 1370 AM
WHAM Radio-1180 AM

In Case of an Emergency

Report the problem immediately to the church office (the door on the left just beyond the main entry doors when coming from the sanctuary). Ask the staff to call 911 if necessary.

There is a defibrillator and first aid kit near the mailboxes on the 1st floor. The defibrillator is to be used only by those trained in its use.

Websites

There are several websites with more information about the New Horizons program.

The following website was developed and is maintained by members of the program. Two highlights of this site are audio and video recordings of New Horizon performances and a member section that includes photos and short biographies of New Horizon members.

www.rocnewhorizons.org

The following website is maintained by the Eastman School of Music:

www.esm.rochester.edu/community/newhorizons/

The website for the New Horizons International Music Association (NHIMA) is:

www.newhorizonsmusic.org

New Horizons Logo Apparel

Apparel and other items with the New Horizons logo are available in a variety of styles, colors, and sizes. Purchasing any of these items can be done through the "NH Apparel" link on the website www.rochnewhorizons.org or by going to Instant Monogramming at 1150 University Avenue, Suite #9.

Snowbirds

Many members spend the winter months in a warmer climate. Members who are gone four or more months are asked to notify the ECMS office by December, and they will be billed for the fall semester only. All are welcome to attend rehearsals for the balance of the school year at no additional charge when they return. Members are welcome to participate in the ECMS Spring Festival concerts if they are able to attend several rehearsals, feel comfortable playing the music, and will contribute positively to the ensemble.

Scholarships

Those seeking financial support may apply for a scholarship. Contact the Associate Dean of the Eastman Community Music School for details.

New Horizons Program Council

Recently formed, the New Horizons Program Council has representatives from each of the core ensembles. The purpose of the council is to facilitate communication and decision-making among the New Horizons members, the conducting staff and the Director of the Eastman Community Music School. The council discusses ideas, suggestions, and issues of concern expressed by the members. In addition, the council will act as an advisory group to the conductors. The meetings are open and New Horizons members are encouraged to attend.

THE ENSEMBLES

The following sections describe the three constituents of the Eastman-Rochester New Horizons Program: The band program, the orchestra program and the vocal program

The Band Program

The bands are open to both new and experienced players who wish to make music with others. Band members have many opportunities to perform at various venues in the community and at the Eastman School, including an annual spring concert at Kodak Hall at the Eastman Theatre. In addition, guest conductors such as the Music Director and the Principal Pops Conductor of the Rochester

Philharmonic Orchestra may periodically volunteer to conduct a rehearsal of the combined bands.

Core Ensembles

- The Green Band is for beginning and inexperienced players, and those wishing to refresh their skills.
- The Concert Band is for intermediate players.
- The Symphonic Band is for more advanced players and expects a higher level of dedication and personal practice.
- From time to time the Concert and Symphonic Bands combine for rehearsals and performances.

Band Selection

The choice of which of the core bands to play in is left to the individual. Members should give careful thought about their own level of development as compared with the expectations of a particular band when making this selection. Consider that selecting a band that is well beyond your capabilities "to learn from better players" may not give the desired results, and may negatively affect the band you have selected.

Concert and Symphonic Band members are expected to play in just one of these two bands, attending both the band and section rehearsals of their selected band. Certain exceptions may be made, at the invitation of the conductors, to meet critical needs of a band. You may switch from the Concert to the Symphonic Band or vice versa at any time.

Section Rehearsals and Mentors

Experienced Eastman School of Music students and/or musicians from the community act as mentors for the major instrument groups of the Concert and Symphonic bands. The weekly section rehearsals they conduct promote better playing together as sections and personal musical growth. Attendance is expected at section rehearsals as well as band rehearsals.

Parts Assignments

Where two or more parts exist for a section, these parts should be rotated among the players from piece to piece. It is important for all players to have the opportunity to play all parts, as all parts are important. The opportunity to play solos will also be shared. Any player will always have the option to decline a lower-numbered part or a solo. The mentors can help in establishing a fair mix of parts and solos.

Red Bands

A "Red Band" is a band having a limited number of players - typically around 40 - that has been assembled for a specific performance. Each Red Band is made up of members from the Concert and Symphonic Bands who volunteer on a rotating basis to perform at outreach concerts throughout the community.

The "red band" concept grew out of the need to perform at a number of venues that are too small to accommodate the Concert Band or the Symphonic Band. The name dates back to a time when we had other "color-named" larger bands -prior to the creation of the Symphonic and Concert Bands. Members will have the opportunity to sign-up for a performance a few weeks before its scheduled date.

Some things to keep in mind:

- If you have signed-up as an alternate for a Red Band you should not report to the performance venue unless you know that you will be replacing a registered player.
- After playing in a Red Band you should delay signing-up for subsequent Red Bands until others in your section have had a chance to participate.

Performances

One of the joys of playing in any musical organization is in the playing of concerts. The NH bands typically play three formal concerts a year, one in the fall, a holiday concert in December and one in May. This spring concert is held in Kodak Hall at Eastman Theatre. There are several things to be said about your participation in these concerts:

Attire

Unless otherwise specified, the following attire is expected for band performances:

- Winter season: Red shirt. Black below the waist. The red polo/golf shirts with the Rochester New Horizons Band logo are preferred. These are available for purchase from the band.
- Summer season: Red shirt. Khaki below the waist
- Formal concerts: Men: dark jacket or dark suit, dark shoes and socks.
Women: black top, black bottom, dark shoes

Smaller ensembles determine their own performance attire.

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Concert Decorum

- All players should arrive at a concert venue with their music placed in performance order in a black folder. Players should arrive 30 minutes prior to the scheduled performance time.
- Courtesy demands that we remain quiet when conductors are addressing an audience. Talking among ourselves is distracting to the speaker, and can easily be heard by some of the audience, especially at Red Band concerts.
- Just prior to the start of a piece, raise your instrument to playing position at the director's signal (unless you will not be playing the first several measures).
- It has been said that the few seconds just before and just after a piece belong to the piece. At the conclusion of a piece hold your playing position until the conductor lowers his or her hands.
- When invited to stand, face the front (not the conductor), don't fiddle with music, talk, etc. This is your "bow" and "thank you" to the audience for coming and applauding. Give it your full attention.

Special Focus Ensembles Within the Bands

As mentioned previously there are several special focus ensembles within the bands. These are:

The NH Big Band - Based on the 30s, 40s and 50's 17 piece big bands

Vintage Jazz - also a big band

Antique Brass - Generally playing brass quintet arrangements

Baroque Ensemble

Brasso Profundo - Tubas & Euphoniums

Clarinet Choir

Flute Ensemble

Saxophone Ensemble

Personal Considerations

Name tags

Please wear yours! Remember that name tags help us get acquainted. Also, name tags are important to colleagues and medical personnel in case of an emergency. Please write your emergency information on the back of your name tag.

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Rehearsal Courtesy

- Be ready, be in place, be warmed up and ready to play when the conductor is on the podium. If you must be late please wait for the end of the piece to be seated.
- Listen. When on the podium our conductors and mentors deserve our full attention. Save conversation for the break. If you need help, ask the conductor for help rather than your neighbor.
- Don't "noodle." Playing your instrument when the conductor or mentor has stopped is discourteous to the conductor and to those around you.
- Practice. Learn your part at home. Rehearsal time is the time for us to come together and improve as an ensemble.
- Move. At the end of a rehearsal, vacate your chair as quickly as possible so that you are not delaying the start of a subsequent rehearsal or delaying those who are replacing the chairs to the church's specifications.

Announcements

In order to maximize practice time, only announcements that are directly related to band activities may be made during rehearsals. Information about other activities may be put on the table in the rehearsal hall for band members to see.

Band Committees & Volunteers

Members have many opportunities to assist with the operation of the New Horizons Band. In addition to serving on the Band Council, members may serve on standing committees, "ad hoc" committees formed for a specific purpose or as individual volunteers. Some of the volunteer opportunities are as follows:

- Gig Committee - Scouts and schedules concerts in collaboration with conducting staff, and ensembles
- Social Events Committee - Plans the annual holiday party and other social activities
- Public Relations Committee - Arranges publicity for recruitment of new members and to publicize band concerts
- Hospitality Committee - Manages refreshments at rehearsal breaks
- Band History Committee - Collects and preserves items of historical interest

Band Council

The primary purposes of the Band Council are as follows:

- To facilitate communication and decision-making among the band members, the conducting staff and the Associate Dean for Community and Continuing Education at the Eastman School of Music
- To act as an advisory group to the conductors
- To discuss ideas and suggestions and to address issues of concern expressed by band members

Band Council Membership

The voting members of the Council shall include the following:

- One representative from each of the sectional groupings in the Concert and Symphonic Bands
- One representative from the Green Band
- One representative from the Gig Committee

Voting members shall appoint an alternate when they are unable to attend a meeting of the Council. The alternate may vote as proxy for the regular Council member.

The non-voting members of the Council shall include the following:

- The Associate Dean for Community and Continuing Education at the Eastman School of Music
- The liaison person between New Horizons and the Associate Dean
- The Conductors

Officers and Terms of Office

The Band Council shall elect a chairperson or co-chairpersons, a secretary and a treasurer. The terms of both members and officers will be for two years, with half of the Council members changing every year.

- A Council member may serve no more than two consecutive terms. After a year off the Council, one may again be elected to serve.
- Band sections may replace their elected representatives at any time for not fulfilling their obligations. Such action would require a majority vote by the section.
- Elections shall take place in May of each year, with terms of office beginning immediately. The schedule for elections follows:

	Odd Numbered Years	Even Numbered Years
Flutes	Symphonic	Concert
Clarinets	Symphonic	Concert
Saxophones	Symphonic	Concert
Trumpets	Concert	Symphonic
Low Brass	Concert	Symphonic
Percussion	Concert	Symphonic
Green Band	Green	Green

Rights and Responsibilities of Council Members

- Meet bi-monthly and attend additional meetings as needed
- Facilitate two-way communication between band members and conductors by means that will assure that all members are informed and the information that is shared will be consistent from section to section
- Fulfill obligations as representatives of their constituents

Guidelines and Procedures

- Council meetings are open to any band member wishing to attend and participate in the discussions.
- Written minutes of each meeting shall be shared with all band members.
- Any action taken by the Council on behalf of the band shall be included in the Council minutes.
- While any individual band member or group can make suggestions or express concerns directly to the conductors or the Associate Dean for Community and Continuing Education, suggestions, ideas and/or concerns should normally be presented in writing to any Council representative. The Council representative would then bring the issue(s) to the Council for deliberation.
- The Council shall determine whether or not the issue affects the whole band. If it does not affect the whole band, the Council may decide to keep the issue localized and refer it back to the submitter(s) with an explanation of its action.
- The Council shall address major issues that affect the policies and operations of the band. The Council's recommendation, based on the consensus of its members, shall be documented and presented to the band members for discussion and resolution.

- Prior to the vote of the members of the Concert and Symphonic bands the Council shall determine which of the following vehicles of communication is most appropriate:
 - Council chairperson presents to the band members
 - Council representatives present at sectionals
 - Conducting staff presents to the band members
- A two-thirds majority vote by band members in attendance is required for approval.

Amendments to the Band Council Section

The Band Council section (starting on page 14) may be amended by a two-thirds majority vote of those present and voting at a meeting of band members, after review by the Band Council. Any band member may propose an amendment to the Council. Band members must be notified of a proposed amendment at least 30 days in advance of the voting.

The Orchestra Program

There are two components of the New Horizons Orchestra Program: a beginners and returning-to-the-instrument group and a symphonic orchestra/advanced string group. Each of these groups typically give two concerts each year—one in late fall and one in late May. Although private lessons are not required, a number of participants find them helpful. Lessons are available through ECMS. The groups are described below.

Beginning Strings

The New Horizons Beginning (Green) Strings is a program designed for adults who are either new to violin, viola, cello, or bass, or wish to brush up on their technical, musical, or ensemble skills. Sessions are in a class/lab format and address a variety of topics, including music-reading, rhythm skills, string technique, ensemble playing, and practice following a conductor. Participants are encouraged to share their questions, as well as their successes and struggles in practicing at each class meeting, as participants have much to learn from each other. Repertoire studied consists of common tunes, ensemble arrangements, technical exercises, and rhythm-reading exercises.

Advanced Orchestra

The Advanced Orchestra consists of brass, woodwinds, percussion, and strings, and draws players with some experience on their instruments. Repertoire

includes originals or arrangements of primarily classical music plus lighter works by composers such as Leroy Anderson, Elmer Bernstein, Duke Ellington, George Gershwin, Henry Mancini, Andrew Lloyd Webber, and John Williams.

All Symphonic Orchestra players rehearse one morning a week, while string players also meet a second morning. This second, string-specific rehearsal can take the form of a sectional rehearsal of the full orchestra repertoire or can introduce music just for strings. Occasional pieces provide solo opportunities for wind, brass, or percussion players.

The Vocal Program

As a member ensemble of Eastman-Rochester New Horizons, the New Horizons chorus follows the philosophy and mission of the instrumental ensembles. We emphasize the joy of singing for beginners and more experienced alike. *“Humans are genetically predisposed to communicate through speech and singing, meaning that- with rare exceptions- anyone can learn to sing!”* -Clifton Ware Also, we singers revel in the unique opportunity to use language/poetry to aid in expressing music.

Members of the New Horizons Chorus have a wide variety of vocal experience. Some singers have never participated in a choir but others have spent years singing in church and community ensembles. No matter where the member fits in, the New Horizons Chorus provides a setting for an enjoyable experience and an opportunity to grow as a vocal musician. This is true for those who play instruments as well. Members of the New Horizons Band who also sing in the chorus report improved strength of breath control and increased lung capacity from regular singing.

Rehearsals

Rehearsals are foremost for enjoyment, but also to identify and practice those skills which will lead to performances that delight not only audiences but the singers as well. Another goal is to improve the speaking and singing voice of the members. Each rehearsal begins with physical movement intended to prepare the body for the production of vital tone. This is followed by work on a particular vocal skill such as breath control, vowel formation or articulation. These skills typically relate to the music being rehearsed that day. The rest of the rehearsal is spent studying music scores.

Repertoire

The chorus performs a wide variety of music for concerts often relating to a theme. The repertoire spans different time periods and a wide range of genres. There is a musical style for everyone.

Performances

The New Horizons Chorus performs in different venues throughout each semester, concluding with a recital performance at the Eastman School of Music. The chorus has performed in Eastman's Kilbourn Hall, Hatch Hall and Lowry Hall. It has also performed at the noon-time series *Eastman at Washington Square* and a wide variety of nursing homes in the Rochester area.

Appendix 1 – Our History

Founded in 1991 by Dr. Roy Ernst, the New Horizons Program of Rochester, NY is affiliated with the Eastman Community Music School, a division of the Eastman School of Music. Dr. Ernst taught at Eastman for 25 years and chaired the music education department for 12 years. He started the very first New Horizons Band at the Eastman School as a model program that would provide an entry point for group music-making for adult beginners and a comfortable re-entry point for adults who played music in their younger years.

From its modest beginnings in 1991, with a limited number of members playing under the direction of Dr. Ernst, the Rochester New Horizons Program has expanded and flourished. The Eastman-Rochester New Horizons Program has now grown to include a beginning, intermediate and advanced band, two “big bands,” a beginning strings program, string and symphony orchestras, a chorus and several chamber ensembles. Enrollment has grown to over 200 members.

Rochester's model program led the way to an ever-growing number of New Horizons Programs. Currently, there are over 200 New Horizons groups in the U.S., Canada and abroad. Rochester New Horizons is a member of the New Horizons International Music Association (NHIMA), which provides networking support to the growing family of New Horizons groups worldwide.

A DVD of an interview with Dr. Ernst conducted in 2007 is available for \$20.00 through the NHIMA web site, www.newhorizonsmusic.org, or directly from Peggy Hall, a former band member, at 381-0358 or panddhall@aol.com.

Appendix 2 – New Horizons Funds

Band Fund

The Band Fund is made up of monies collected from coffee sales during breaks and honorariums received for Red Band gigs. The money is administered by the band members and Band Council. It is used for such things as social events, website fees, etc.

Phillip J. SanFillipo Endowment Fund

Established in August 2000, the Phillip J. SanFillipo Endowment Fund provides support designed specifically for students enrolled through the Eastman Community Music School. First priority will be given to support the activities and members of the New Horizons Band and Orchestra as long as those programs exist within the division.

New Horizons Program Fund

The Eastman Community Music School has created the New Horizons Program Fund to accept donations on behalf of the entire Rochester New Horizons Program and dispense monies to the program for its benefit. A complete copy of the Memorandum of Understanding that defines this program and how it is to be used appears below.

Memorandum of Understanding

Concerning

The New Horizons Program Fund

Revised March 2015

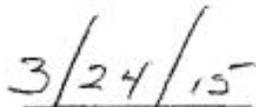
1. The Eastman Community Music School has created a fund for the benefit of the New Horizons Program, which is called the New Horizons Program Fund.
2. Gifts and bequests may be designated to The New Horizons Program Fund, with checks payable to the New Horizons Program Fund – Eastman School of Music. Contributions to the fund are tax deductible. The Eastman Community Music School will acknowledge contributions and notify the person designated when the contribution is made.
3. The funds in the New Horizons Program Fund will be administered by the Director of the Eastman Community Music School. The fund shall be used only for the benefit of the New Horizons Program.

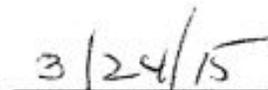
4. Donors and members may make recommendations to the Director of ECMS regarding the use of gifts and bequests made in support of the New Horizons Program including, but not limited to scholarships, additional music scores and instruments, and other special purposes as deemed appropriate. The Director of ECMS, in consultation with the conductors of the New Horizons Program, will determine how the funds under \$500 will be expended. Any expenditure of \$500 or more would require the approval by a simple majority of the New Horizons Program Council representatives.
5. The Director of the ECMS will report in January of each year on the status of the Fund and how the Fund has been used to the members of the New Horizons Program.
6. Donations to the New Horizons Program Fund will be maintained in a Current Use Fund and routinely expended in the fiscal year in which they are received. Any unspent funds, however, may be carried over to the following year. These funds do not earn interest.
7. If the New Horizons Program Fund reaches or exceeds the University of Rochester's minimum endowment level for Eastman Community Music School, the Fund may be invested as part of the University's Consolidated Endowment the interest of which will be used to benefit the New Horizons program.

(Original Memorandum of Understanding approved by the Band Council in May 2008 and signed by Howard Potter, Kathy Weber and Ken Slining in April 2011)


 Director
 Eastman Community Music School


 Chairperson
 New Horizons Program Council


 Date


 Date