

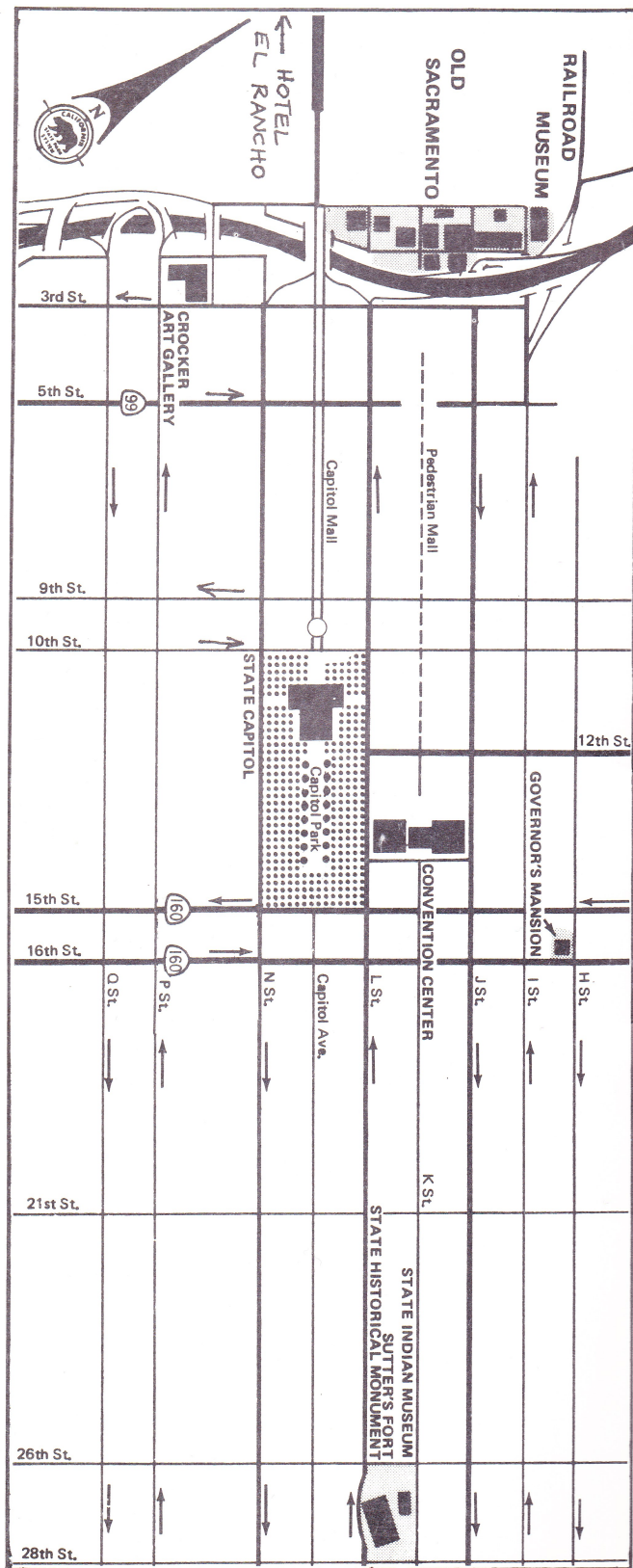
**Association of California
Symphony Orchestras**



**Government - Its
Role in the Arts**

**16th Annual Conference
August 16 - 19, 1984**

**Hotel El Rancho Resort
and Conference Center
Sacramento, California**



On behalf of the Board of Directors of the Association of California Symphony Orchestras, I welcome you to the 16th Annual Conference.

The theme of our conference -- "Government - Its Role in the Arts" is not really a new one as those of you who have been reading the Association newsletter and following the arts budget on its journey through the California legislature know. Advocacy, and ways to protect and encourage the health of the performing arts will be particularly emphasized this first day of our meeting. Please be sure to take advantage of the time that has been set aside for you to lobby your individual legislators.

There are so many people who have worked hard to make 1984's conference unique. Space limits me in thanking each one individually, but I do want to express my deep appreciation to our fine Conference Committee who have worked so long and devotedly to make the next few days possible. Our appreciation also goes to our host orchestra this year, the Sacramento Symphony.

The California Arts Council and Chevron U.S.A. have made this 16th Annual Conference possible and it is with gratitude that the Association acknowledges their generous financial support.

We also want to thank the outstanding group of experts who will share their ideas and expertise with you. And, especially we want to thank YOU, the members and participants in this Conference -- your support and enthusiasm make the difference.

Again, welcome to the 1984 Association of California Symphony Orchestra's Annual Conference. I look forward to meeting as many of you as possible in the next few days.

Betty Mulryan, President
Association of California Symphony Orchestras

CONFERENCE COMMITTEE

Conference Coordinator

Peg Henley

Legislative Day

Muriel Johnson, Chairman

Moni Van Camp, Vice Chairman

Host Orchestra, Sacramento Symphony

Benjamin Greene, General Manager

California Young Artists Showcase Competition

Marian Kohlstedt

Artists Management Exhibits

Barbara Schaaf

Treasurer

Barbara Boudreaux

Stewart Comer

Michael Gehret

Ann Geisler

Sharon LeeMaster

Doreen Mauk

Betty Mulryan

Clare Schweickart

Richard Wright

GENERAL INFORMATION

Registration will take place on Thursday, 8AM — 5 PM
Friday, 8 AM - 4 PM and Saturday, 8 AM - 4 PM in the lobby
of the Hotel El Rancho.

Emergency Numbers:

FIRE: 371-4321; SHERIFF: 372-2044

AMBULANCE: 372-3212

Hospitality and Exhibits will be in the Center Court Hallway

Smoking should be limited to session breaks due to the
limited size of the meeting rooms.

CONFERENCE PROGRAM

THURSDAY, AUGUST 16

8:30 - 5 PM

Conference Registration

9:45 AM

OPENING GENERAL SESSION, Hotel El Rancho

Forest Hills/Wightman Cup Rooms

Betty Mulryan, President

Association of California Symphony Orchestras

10:00 - 10:45 AM

Effective Advocacy Techniques - A Guide for the Inexperienced

Forest Hills/Wightman Cup Rooms

Terry Anderson, Consultant to the California Senate Select

Committee on Citizen Participation in Government

10:45 - 12:00 PM

Government and the Arts: What is its Role?

Forest Hills/Wightman Cup Rooms

Moderator:

Stephen Goldstine, President

San Francisco Art Institute

Panelists:

Assemblyman San Farr, 28th District

Jonathan C. Lewis, President

J. Lewis Associates

To be announced

12:00 - 1:30 PM

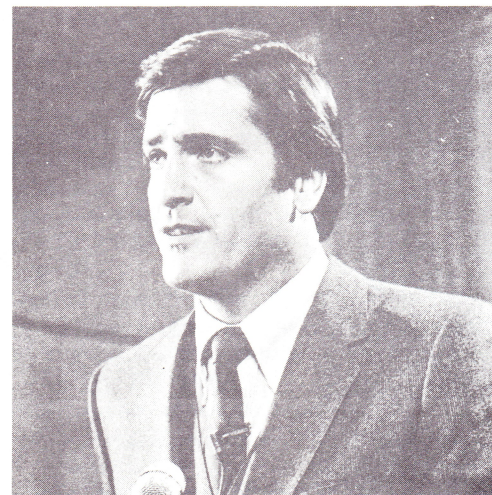
Keynote Luncheon

Plaza Four Seasons

Welcome, Mayor Anne Rudin

Senator John Garamendi,

Keynote Address



SENATOR JOHN GARAMENDI

Elected Senate Majority Leader by his colleagues in 1980, Sen. Garamendi is a ten-year veteran of the California State Legislature. He represents

one of the largest districts in the state, including parts of the mountains of eastern California, the San Joaquin Valley, and the Sacramento-Stockton metropolitan area. Sen. Garamendi serves on six Senate committees, including the Joint Committee on the Arts, and has played an important role in major economic development, public health, welfare reform, and environmental protection legislation.

1:30 - 4:45 PM

Shuttle buses depart from Hotel El Rancho for State Capitol every half hour.

Return shuttle leaves State Capitol (10th St. entrance) every half hour, starting at 1:45 PM. Last shuttle leaves the Capitol at 4:45 PM.

1:30 - 4:00 PM

Visits with legislators at the State Capitol

Please check at registration table for scheduled visits.

2:30 - 3:30 PM

V.I.P. tours of the State Capitol

Please check at registration table for information and reservations.

6 PM

Concert with Musicians from the Sacramento Symphony

William Barbini, Concertmaster

Kineko Okumura, Violin

Theresa Keene, Piano

Forest Hills Room

Piano Courtesy of Proul and Sons Piano Company, Sacramento

6:30 - 7:30 PM

Cocktail Reception

Hosted by the Boards of Directors of the Association of California Symphony Orchestras and the Sacramento Symphony Association
Plaza Paloma Terrace

FRIDAY, AUGUST 17

7:15 - 8:30 AM

"Black Coffee" Seminar on Recruiting, Training and Motivating Volunteers

Ralph Black, Vice President

American Symphony Orchestra League

Conference Room 1



RALPH BLACK

Ralph Black is Vice President of In-field Consulting at the American Symphony Orchestra League. A nationally recognized leader in the or-

chestra field, his experience includes top management positions with the National Symphony Orchestra, Chattanooga Symphony, Buffalo Philharmonic, and Baltimore Symphony. He also managed the National Ballet for eleven years before joining the American Symphony Orchestra League in 1973. Mr Black is the 1982 recipient of the Louis Sudler Award for "distinguished service to the profession of symphony orchestra management".

8:00 AM - 4:00 PM

Conference Registration

9:00 - BETTY m.

8:45 PM - 10:15 AM

How to Make a Meeting Work

Rm 290

Conference Room 1

Muriel Johnson, President

Crocker Art Museum Association

How to Ask for A Major Gift

Board Room

Moderator:

Clare Schweickart, Director of Development

Sacramento Symphony

Panelists:

Robert E. Henley, First Vice President

Sacramento Symphony Association

Oleta Lambert, President

Sacramento Symphony Association

Richard Wright, Executive Director

San Jose Symphony Orchestra

Marketing and Public Relations 'Know-how' to Sell Out the House!

Conference Room 2

Panelists from orchestras with success stories who will share their techniques. (Bring your brochures for a critique.)

10:30 AM - 12:00 PM

How to Recruit and Train Volunteers

Determining qualifications, marketing the job, volunteer's needs, volunteer contracts and training, and evaluating volunteer performance.

SHARON CLAIRE
BARBARA

Rm. 290

Conference Room 2

Barby Pulliam, Immediate Past President

Tierra del Oro Girl Scout Council

Telemarketing

The pros and cons of using a professional telemarketing firm for subscription and fundraising campaigns including a discussion of the basics of designing and implementing a telemarketing campaign.

Board Room

Moderator:

Laurel Dickranian, Director of Annual Support

San Francisco Symphony

Panelists:

Stephen Dunn, President

Stephen Dunn & Associates

Carol Philips Brubaker, President

Cabree Marketing

Projecting Attendance at Concerts

A complete method for estimating attendance, ticket pricing and budget setting which will allow the arts manager to accurately project budgets. Easily comprehended and can be used with a computer.

Conference Room 1

Larry Davidson, Associate Director

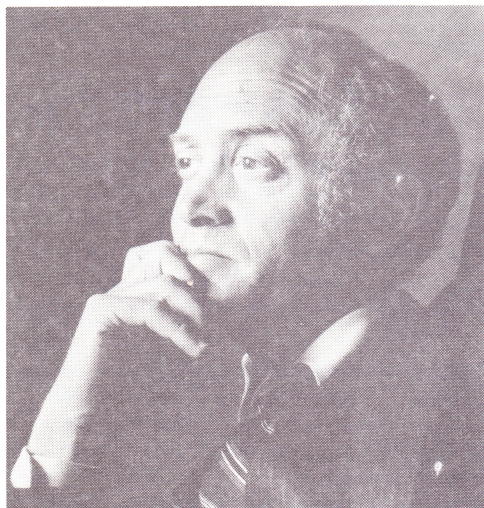
University Events and Services, Stanford University

12:00 - 12:15 PM BREAK

12:15 - 1:45 PM

Luncheon

Plaza Four Seasons
Lorin Hollander, Speaker



LORIN HOLLANDER

Recognized as one of the great musicians of our time, pianist Lorin Hollander is in the 27th season of a professional career that began with a Carnegie Hall debut at the age of eleven. He has performed with virtually every major orchestra in the world and has appeared extensively on network and public television. Also renowned as a philosopher and teacher of teachers, Lorin Hollander is one of our most influential artists and thinkers. His recent lectures on the interrelationship of musical psychological, and creative processes have provided a framework and focus for the current reevaluation of arts and arts education.

2:00 - 3:30 PM

Artistic Policy: A Balancing Act

Who do you try to please - the critic or the ticket buyer?

Board Room

Moderator:

Richard Wright, Executive Director
San Jose Symphony Orchestra

Panelists:

Corrick Brown, Conductor and Music Director
Santa Rosa Symphony

Phillip Greenberg, Conductor
Fresno Philharmonic Orchestra

Carter Nice, Music Director and Conductor
Sacramento Symphony

Myths and Strategies in Presenting Your Organization's Proposal to Grantmakers

Ways and methods to secure funding from private and business foundations

Club Room

Eric Peterson, Program Officer
William and Flora Hewlett Foundation

Introduce Eric

Annual Budget, Monthly Financial Reporting, and Control

Orchestrating the budget performance, keeping track of cash, controls and their application, and computers for productivity and savings.

Conference Room 1

John C. Heyeck, Director of Finance
San Francisco Symphony

3:45 PM

Buses depart from Hotel El Rancho for ALMOND PLAZA

4:10 PM

California Almond Growers Exchange Tour and Store Visit

5 - 6 PM

California Young Artists Showcase Competition

Dedicated to the memory of Carmen Dragon

ALMOND PLAZA THEATER

6 - 7 PM

Reception

ALMOND PLAZA LOBBY

7 PM

Buses depart from ALMOND PLAZA for free evening in Old Sacramento and return to hotel.

8:00 - 10:00 PM

Shuttle bus operates between Hotel El Rancho and Old Sacramento, departing Old Sacramento ("T" St. at Second St., across from the Railroad Museum) every half hour (8:30, 9:00, 9:30 and 10 PM)

10:30 PM

ACSO Singalong

Forest Hills Room

Thelma Schultz, accompanist



SATURDAY, AUGUST 18

p30

7:30 - 8:45 AM

"Black Coffee" seminar on How to Build an Effective Governing Board

Jerry K-B'fast

Ralph Black, Vice President

American Symphony Orchestra League

Conference Room 1

8:00 AM - 4 PM

Conference Registration

9:00 - 10:15 AM

GENERAL SESSION

Forest Hills/Wightman Cup/Davis Cup

Coping with Growth

Beatrice W. Vradenburg, General Manager

Colorado Springs Symphony



BEATRICE W. VRADENBURG

Manager of the Colorado Springs Symphony since 1955. Beatrice Vradenburg also serves as financial consultant to several civic organizations including the Colorado Springs Dance Theatre, Troupe of American College Players and Joy of Movement. Mrs. Vradenburg is chairman of Foundation Gifts, totaling \$4.1 million, for the Citizens of Theatre/Auditorium, presently under construction. Her honors include the Governor's Award for Outstanding Contribution to the Arts in 1977, Mayor's Award for Excellence in the Arts in 1978 and the Louis Sudler Award in 1981.

10:30 AM - 12:00 PM
Successful Fundraising Events
Conference Room 3

*Nominating
Rm 290*

Panelists:

Carol Casper, Chairman, "Peninsula Music Fair"
Los Angeles Philharmonic

Gertilda Conti, Chairman, "Festival Fly-away"
Los Angeles Philharmonic

Mireya Jones, Past Chairman, "Pasadena Showcase House of Design"
Los Angeles Philharmonic

Jane Logan, Chairman, "50th Anniversary Ball"
Oakland Symphony

Artist Booking - Is There a Painless Path?

Club Room

Moderator: Irene Klug, Orchestra Manager,
Fresno Philharmonic Orchestra

Panelists:

Michael Blachly, Director of Sales, Pacific Coast
Columbia Artist Management, Inc.

Max Gershunoff

Maxim Gershunoff Attractions, Inc.

Public Relations 'How-to': Practical Tips and Little-Known Techniques

Conference Room 1

Panel: To be announced

Inter-relationships between President, Manager and Conductor - How Does an Organization Operate with Three CEO's?

Grass Court Room

Moderator:

Richard Wright, Executive Director
San Jose Symphony Orchestra

Panelists:

Carl Cookson, Immediate Past President
San Jose Symphony Orchestra

Karen Kimes, Executive Director
Pasadena Symphony Orchestra

David Ramadanoff, Conductor/Music Director
Master Sinfonia, Vallejo Symphony

12:00 - 12:30 PM

Artists Management Reception

Wimbledon/Davis Cup Halls

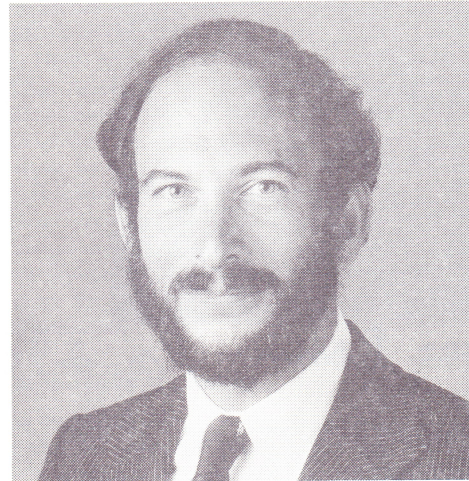
12:30 - 2:00 PM

Luncheon

Wimbledon/Davis Cup Rooms

Setting Orchestra Goals, or Never Hire an Arts Administrator

Peter Pastreich, Executive Director
San Francisco Symphony



PETER PASTREICH

During Mr. Pastreich's six years as Executive Director of the San Francisco Symphony, the orchestra has doubled its budget and its income from ticket sales, eliminated deficit, added to its endowment, founded a youth orchestra, signed a recording contract with Philips Records, syndicated radio broadcasts and made its first American tours in 30 years. Prior to being appointed in 1978, Mr. Pastreich served in the same position at the Saint Louis Symphony Orchestra for 12 years. A member of the executive committee of the American Symphony Orchestra League, Mr. Pastreich has taught its course in orchestra management for the last eleven years.

2:00 - 2:15 PM BREAK

2:15 - 3:45 PM

Organizing the Annual Fund Campaign

Who will give, when they will give, how much they will give, setting goals, identifying and recruiting campaign leadership and workers, organizing and implementing the effective campaign.

Conference Room 3

Michael Gehret, Director of Development
San Francisco Symphony

Employee Performance Appraisal Process

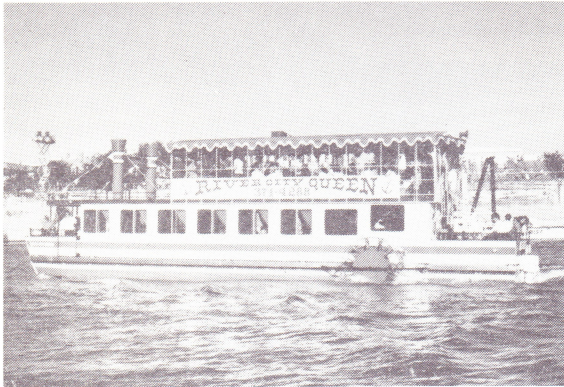
Stages of an effective Performance Appraisal Process (PAS), managerial actions to improve performance, performance standards, guidelines for feedback, plans for future performance.

Board Room
John Alongi, Management Training and Development Consultant
Alongi & Associates

A Growing Volunteer Force: The Young Professionals

Forming a new support group, determining policy and philosophy, social activities, fundraising and coping with growing pains.

Grass Court Room
Suzi Rupp, Assistant Director of Development
Sacramento Symphony
Patricia J. Smith, Chairman
San Francisco Symphony 500
Fred Teichert, Past President, EnCorps
Sacramento Symphony



5:00 - Exec Comm - Rm. 290

6:00 and 6:15 PM
Bus departs for Old Sacramento Boat Dock

6:30 - 8:15 PM
River Cruise on the River City Queen

6:30 and 6:45 PM
Bus departs from hotel for Firehouse Courtyard

6:45 - 10:30 PM
Dixieland jazz for dancing and Hearty Hors-d'oeuvres (No-host bar) Firehouse Courtyard

9:30, 10:00, 10:30, 11 PM
Bus departs from Firehouse Courtyard for hotel

SUNDAY, AUGUST 19

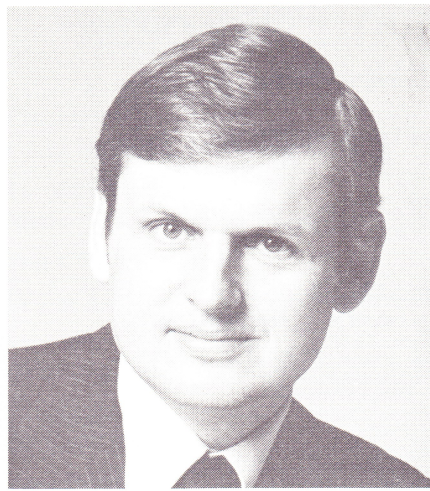
8:30 - 10:30 AM

Breakfast

Davis Cup Room

From Survival to Success - Strategic Management (for Board, Staff and Volunteers)

Richard H. Davis, author of "Strategic Management of Not-for-Profit Organizations" (Praeger/CBS of New York, 1984)



RICHARD H. DAVIS

In March of 1983, Richard Davis joined San Diego's Central Savings and Loan Association as Vice President, Equity Lending, a department he established and continues to head. From 1977 to 1981, he was the Executive Director of the San Diego Economic Development Corporation where he created 25,000 private sector jobs with major Japanese and U.S. corporations, establishing San Diego as an international business place. As a board member or chair of twenty-five not-for-profit organizations during the last 20 years, Mr. Davis has broad experience in their management and has written two books on strategic planning which help close the gap between management of for-profit and not-for-profit organizations.

10:30 - 10:45 AM BREAK

10:45 - 12:00 PM

EARTHQUAKE SESSION WITH THE 'MOVERS AND SHAKERS'

Straightforward answers to an orchestra's most difficult questions
Davis Cup Room

Ralph Black, Moderator

Richard Bass, Executive Director of San Diego Symphony

San Diego Symphony

Carl Cookson, Past President

San Jose Symphony

Joel Elias, Principal Trombone

Sacramento Symphony

Michael Gehret, ACSO President-elect

Director of Development, San Francisco Symphony

William Glackin, Music Critic

Sacramento Bee

Joyce Johnson-Hamilton, Music Director and Conductor

Napa Valley Symphony

Oleta Lambert, President

Sacramento Symphony Association

Betty Mulryan, ACSO President

General Manager, Marin Symphony

Carter Nice, Music Director and Conductor

Sacramento Symphony

Ronal Ravenscroft, Conductor/Musician/Composer

Beatrice Vradenburg, General Manager

Colorado Springs Symphony

Richard Wright, Executive Director

San Jose Symphony

12:00 PM
ACSO Annual Meeting
Davis Cup Room

12:30 PM
ACSO Board of Directors Luncheon Meeting
Board Room

Hotel Check Out by Noon

June 11 - 15, 1985
Joint ACSO - ASOL CONFERENCE
St. Francis Hotel
San Francisco

CONFERENCE SUPPORTERS AND DONORS

California Arts Council
California Almond Growers Exchange
Chevron U.S.A., Inc.
Marin French Cheese Company of Petaluma
Robert Mondavi Winery
Proul and Sons Piano Company, Sacramento
Sacramento Symphony Association
Sacramento Symphony League
Weinstock's

CONFERENCE EXHIBITORS AND REPRESENTATIVES

American Artists Management, Inc.	(415) 569-5589
Eleanor Monfredini	
Harry Beall Management	(213) 675-6451
David Lieberman	
California Artists Management	(415) 641-5656
Donald E. Osborne	or (415) 824-8442
Classic Management	(818) 846-6869
Mary Beth Treen	
Columbia Artists Management, Inc.	(213) 461-3401
Michael Blachly, Andrew Grossman, Mary Jo Rogers	
Concert Promotional Service	(213) 434-1374
Marianne Marshall	
Concert Society of California	(714) 537-8571
Tom Moon	
General Arts Management, Inc.	(416) 862-7267
Peter J. Sever	
Maxim Gershunoff Attractions, Inc.	(212) 752-5925
Max Gershunoff	
Robert W. Gewald Management, Inc.	(212) 753-0450
Robert M. Gewald	
ICM Artists, Ltd.	(212) 556-5600
John Anderson	
IMG Artists (formerly Hamlen/Landau)	(212) 877-8597
Elizabeth Roberts	
Lee McRae Personal Representative	(415) 848-5591
Lee McRae	
Kathleen Roach, Pianist	(213) 933-4454
Jonathan Wentworth Associates, Ltd.	(914) 472-4272
Martha Wentworth	
Young Concert Artists, Inc.	(212) 307-6655
Nancy Wellman	

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ACSO EXECUTIVE BOARD
1983-84

President
Betty Mulryan, Marin Symphony

1st Vice President
Michael Gehret, San Francisco Symphony

2nd Vice President
Barbara Schaaf, Oakland Symphony

Secretary
Adrienne Morgan, Pasadena Symphony

Treasurer
Barbara Boudreaux, California Chamber Arts Association

Past President
Stewart Comer, Music from Bear Valley

Members at Large
Don Jones, Chevron U.S.A.
Jerry Kleinmann, San Diego Symphony
Sharon LeeMaster, COMBO
Clare Schweickart, Sacramento Symphony

BOARD OF DIRECTORS
1983 - 1984

Florence Barker, San Jose Symphony
Dori Barnes, Pasadena Symphony
Barbara Boudreaux, California Chamber Arts Association
Geoffrey Brooks, La Jolla Chamber Music Society
Pierce Carson, Napa Valley Symphony
Stewart Comer, Music from Bear Valley
Pauline Fisher, Santa Rosa Symphony
Ernest Fleischman, Los Angeles Philharmonic
Fay Gartin, Modesto Symphony
Michael Gehret, San Francisco Symphony
Robert Harth, Los Angeles Philharmonic
Arthur Jacobus, Oakland Symphony
Don Jones, San Jose Symphony, Chevron U.S.A.
Marian Kohlstedt, Trinity Chamber Orchestra
Jerry Kleinmann, San Diego Symphony
Sharon LeeMaster, COMBO
Ethel London, Oakland Symphony
Adrienne Morgan, Pasadena Symphony
Brtty Mulryan, Marin Symphony
Thomas Osborn, Pepperdine University Orchestra
John Pereira, Symphony of the Mountain
Barbara Schaaf, Oakland Symphony
Clare Schweickart, Sacramento Symphony
Ila Winterbourne, Ventura County Symphony

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WE'RE LOOKING FOR A CONDUCTOR!

The Nova Vista Symphony, a community orchestra based in the Palo Alto area, is seeking a conductor/music director beginning with the 1985/6 season.

Conductor would be responsible for selecting program and soloists, preparing orchestra for 4 concerts per year. Should be familiar with major orchestral works and able to work with various levels of amateur musicians.

If interested, please send a resume to the NOVA VISTA SYMPHONY, P.O. Box 60294, Palo Alto, CA 94036.



**THE NOVA VISTA
SYMPHONY ASSOCIATION**

To honor a long and valued association Chevron has established the Carmen Dragon Memorial Music Scholarship.



Carmen Dragon
1914-1984

With the death in March of Academy and Emmy-Award-winning conductor/arranger Carmen Dragon, the Bay Area lost one of its brightest native sons. Born in Antioch, educated at San Jose State, and leader of popular dance bands during his college years. Dragon continued to be a force in the Bay Area music community even after he moved to Hollywood's radio and movie studios.

For over 20 years, he directed the Chevron School Broadcast, was a conductor of the San Francisco Symphony Summer Pops "Standard Hour" series, and served as a guest conductor of 51 orchestras in the West and Southwest through Chevron's Community Concert series.

We mourn his loss. But we celebrate his talent through an annual \$5,000 scholarship to be awarded a promising student of orchestration, arranging and transposing at one of the 19 California State University campuses.





1985-86 Season Artists

Instrumentalists

- Robert Hagopian *piano*
- Claude Helffer *piano*
- David Northington *piano*
- Katharina Wolpe *piano*
- Daniel Kobialka *violin*
- Geraldine Walther *viola*
- Alexandra Hawley *flute*
- Rene Clemencic *recorder*
- George Sakellariou *guitar*

Chamber Ensembles

- Annadama Trio
- Bulgarian Quartet
- Chanticleer
- Clemencic Consort
- Collegium Vocale
- Francesco Trio
- Hawley/Hagopian Duo
- London Chamber Players
- Trio Concertante

Special Attractions

- Landsberg & Yount
piano duo
- Mime Musica
- Mother Lode Troupe

Conductors

- Antonello Allemandi
- Rene Clemencic
- Joseph De Rugeriis
- Stefan Minde

Sopranos

- Rebecca Cook
- Mary Costa
- Evelyn de la Rosa
- Magda Kalmar
- Katalin Kasza
- Mady Mesple

Mezzo-sopranos

- Donna Bruno
- Stephanie Friedman
- Leslie Richards
- Anita Terzian

Counter-tenor

- Henri Ledroit

Tenors

- Jean Dupouy
- John Duykers
- Peter Jeffes

Baritones

- John Matthews
- Sandor Solyom-Nagy

Bass-baritone

- Robert Holl

Basses

- Jules Bastin
- Kolos Kovats



23 Liberty Street • San Francisco, CA 94110 • 415/824-8442
Susan Endrizzi Donald E. Osborne

