

ASSOCIATION OF CALIFORNIA SYMPHONY ORCHESTRAS

WORLDS COLLIDE! TODAY'S NEW UNIVERSE



45TH ANNUAL CONFERENCE

JULY 25 - 27, 2013

A | C | S | O

ASSOCIATION OF CALIFORNIA
SYMPHONY ORCHESTRAS

COSTA MESA
hosted by Pacific Symphony
Westin South Coast Plaza



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CONFERENCE QUICK LOOK

WEDNESDAY, JULY 24, 2013

3:00 PM – 4:30 PM	ACSO Board Meeting	Monarch Bay
5:00 PM – 6:00 PM	Resource Room Available for Vendor Set-Up	Mesa Verde
6:00 PM	ACSO Board and Major Donor Gathering (by invitation only)	

THURSDAY, JULY 25, 2013

ASK THE EXPERTS throughout the day. (Mesa Verde)

8:00 AM – 4:00 PM	Registration and Resource Room Open	Mesa Verde
9:00 AM – 9:45 AM	Peer Forum Leaders' Breakfast (by invitation only)	Costa Mesa
10:00 AM – 10:25 AM	Conference Orientation	Costa Mesa
10:30 AM – 11:15 AM	Association of California Symphony Orchestras' Annual Meeting	Costa Mesa
11:30 AM – 1:30 PM	Peer Forums	
1:30 PM – 2:45 PM	PLENARY I "The Fluctuating Inner Universe: What the H*ll is Going on with People?!"	Costa Mesa
3:00 PM – 4:30 PM	PLENARY II "Mission Control: California's Next Generation of Audiences"	Costa Mesa
4:30 PM – 6:00 PM	California Arts Council Listening Tour	Costa Mesa
6:30 PM – 7:30 PM	Overture Party at South Coast Plaza Garden Terrace	

FRIDAY, JULY 26, 2013

ASK THE EXPERTS throughout the day. (Mesa Verde)

8:00 AM – 4:00 PM	Registration and Resource Room Open	Mesa Verde
8:30 AM – 10:00 AM	1. The Shifting Philanthropic Landscape 2. Healthcare Reform Crash Course 3. Dual Bottom Line Approach to Education & Community Decisions	Balboa San Juan/San Marcos Santa Ana
10:15 AM – 12:00 PM	1. Concert Formats with Major Impact 2. Straight Talk Ethics - In Fundraising, In Your Organization 3. The Voice & The Value Proposition: Effectively Communicating Impact	Balboa San Juan/San Marcos Santa Ana
12:00 PM – 2:00 PM	Luncheon with guest speaker Peter Sellars	Costa Mesa
2:15 PM – 3:30 PM	1. Intersecting Worlds of the Music Director 2. The Future of Subscriptions 3. A Positive Approach to Organizational Development	San Juan/San Marcos Balboa Santa Ana
3:45 PM – 5:00 PM	1. Presenting Foreign Artists in the U.S. 2. Digital Strategies 3. From the Musician's Stand	Santa Ana Balboa San Juan/San Marcos
5:30 PM – 7:00 PM	Dinner at Center Club	
7:00 PM – 8:30 PM	Pacific Symphony Concert at Arts Plaza, Segerstrom Center	
8:45 PM	President's Reception for ACSO Individual Members	

SATURDAY, JULY 27, 2013

ASK THE EXPERTS throughout the day. (Mesa Verde)

7:30 AM – 3:00 PM	Registration and Resource Room Open	Mesa Verde
8:00 AM – 12:00 PM	POWER SEMINAR FOR TRUSTEES	Lido
8:30 AM – 10:00 AM	1. OC's Fundraising Special Events 2. Youth Orchestras - Part I	San Diego/San Pedro Balboa
10:15 AM – 12:00 PM	1. Budgets & Gifts Accounting 2. Youth Orchestras - Part II 3. Copyrights & Licenses	San Diego/San Pedro Balboa San Juan/San Marcos
12:00 PM – 2:00 PM	Luncheon with guest speaker Gabriela Lena Frank	Costa Mesa
2:30 PM – 3:30 PM	1. Board Members' Roundtable 2. Peer Forums Redux	San Diego/San Pedro Costa Mesa

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Jason Saslow
Senior Vice President
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CONNECTING ARTISTS WITH ORCHESTRAS

opus *3*
ARTISTS

VISIT US IN THE RESOURCE ROOM

WELCOME!

SUPPORTIVE SYNERGY! EXPLOSIVE OPPORTUNITIES! EVOLUTIONARY THINKING!

Welcome to World's Collide! Today's New Universe. You are making the most powerful investment you can by attending ACSO's 45th Annual Conference – the investment in yourself. After three full days of creative, thought-provoking, informative and exploratory sessions, combined with inspiring keynote speakers and critical peer networking, I assure you that you have invested wisely! There will be new ideas to consider, candid conversations to explore, and unique practices and trends to ponder.



And, this group knows how to have a good time! You'll be able to connect with your colleagues informally by attending the concert generously hosted by Pacific Symphony, at the Overture Party on the plaza of our fabulous South Coast Plaza, and, if you are an individual ACSO member, or choose to be one, join me poolside at the President's Reception!

On behalf of our wonderful Board of Directors, thank you for joining us as we explore our New Universe together!

Fondly,



Kelly Ruggirello, president, ACSO

Echo Kelly's welcome to our 45th Annual Conference. There is so much to do in these three days that will serve you in the year to come. Remember to share your business cards with everyone (and collect them), learn more about ACSO and how to get the most out of the Annual Conference at the Orientation, meet your peers at the Peer Forum Tables, take advantage of our hand-picked "Ask the Experts" for a free 30-minute consultation, and relax and enjoy being away from the daily grind. We'll also be presenting ACSO's exciting new strategic plan at the Annual Meeting.



Thank you for taking time to attend the Annual Conference – We are so glad to have you with us!

Best,


Kris Sinclair, executive director, ACSO

I am so pleased to welcome you to Orange County, home of Pacific Symphony, for the 45th ACSO Annual Conference. Through your participation in this gathering, you will surely return to your home orchestras refreshed, energized, and eager to continue the work of presenting beautiful and inspiring music to our diverse audiences throughout California.



As you stroll here this weekend on the plaza of the Segerstrom Center for the Arts, I invite you to close your eyes and imagine the sun, smells of rich fertile earth and rows of green. Just three decades ago this entire complex was a lima bean field! The vision that created such a beautiful and welcoming arts complex is symbolic of the entrepreneurial spirit that has defined the growth of Orange County.

The diverse artistic landscape continuing to evolve here in Orange County reflects both that “can do” spirit as well the broad spectrum of cultural activities readily available to our residents and visitors. Our Pacific Symphony is proud to be a cornerstone of both our local arts scene as well as California’s great musical heritage. With the wonderful support of our community, we are building an orchestra that reflects our community – innovative in spirit, respectful of the patrons, donors, volunteers, and ticket buyers who support us, and dedicated to service to every citizen of Orange County. As our music director Carl St.Clair playfully says, “When the tsunami hits, everyone hopefully shouts ‘Women, children, and the Pacific Symphony!’”

Orange County is much more than Disneyland and beaches – although those are pretty special! I hope that your visit allows you time to enjoy the many wonderful experiences, locations, and cultural institutions that define this dynamic community, and that you will return often.

Wishing you a wonderful Conference!

A handwritten signature in black ink that reads "Mike Kerr". The signature is fluid and cursive.

Mike Kerr, Chair, Board of Directors, Pacific Symphony

On behalf of the musicians, Carl St.Clair, Board of Directors, volunteers, and staff of the Pacific Symphony, welcome to the 45th ACSO Annual Conference! We are honored to welcome you to Orange County and hope that you have a very enjoyable stay in this beautiful region of California.



Symphony orchestras, like so many institutions living in the 21st Century, face extraordinary forces of change which demand responsive leadership, organizational flexibility, and a genuine commitment to serving an increasingly diverse set of communities.

WORLDS COLLIDE! TODAY'S NEW UNIVERSE is certainly an apt title for a Conference exploring the environmental changes around us. This "collision" may represent an important opportunity for us to learn from experts confronting similar challenges in different fields, from our colleagues, and audiences. To sustain and grow our own art form, we must understand and incorporate best practices from all fields, creating a synergistic "collision."

To inspire new insights, ACSO and its leadership have secured a wonderfully creative roster of topics and presenters for our Conference. As you look through this program, I predict you will have a sense of challenge and professional development opportunity that will both inspire and direct your work for years to come.

If you're new to the Conference, please take advantage of the orientation on Thursday morning to make the most of your experience. Whether it is one of the thought-provoking Plenary Sessions, or a discipline-based seminar by industry experts, this is a unique opportunity to learn!

Learning should be fun, and what better place to enjoy such a wide variety of fun than Orange County. Within walking distance of our Conference hotel you will find some of the world's greatest shopping, a diversity of restaurants for every palate, and even unexpected surprises like the nearby Noguchi Sculpture Garden. We especially look forward to welcoming you to the Pacific Symphony's "Concert on the Plaza" on Friday evening – part of our Symphony in the Cities Summer Series sponsored by Target. Before you leave town, explore some of the remarkable historic areas such as San Juan Capistrano or the sun drenched coast of Laguna Beach.

I look forward to greeting you over the course of our Conference, and invite you to seek out a member of our Pacific Symphony staff or volunteer with any questions or thoughts.

Welcome to a wonderful collision!

A handwritten signature in black ink that reads "John Forsyte". The signature is fluid and cursive.

John Forsyte, president, Pacific Symphony

CONFERENCE NOTES

CONFERENCE REGISTRATION, TICKETS AND RESOURCE ROOM

Conference registration and special event tickets can be paid for by cash, check, or credit card. Make checks payable to ACSO. Tickets for meals or concerts cannot be exchanged or refunded.

RESOURCE ROOM HOURS

MESA VERDE

Wednesday, July 24	5:00 PM–6:00 PM (Vendor Set-up)
Thursday, July 25	8:00 AM–4:00 PM
Friday, July 26	8:00 AM–4:00 PM
Saturday, July 27	8:00 AM–3:00 PM

WHAT'S IN THE RESOURCE ROOM?

- **About ACSO**
- **Ask the Experts**
Free, private 30-minute consultations will be available during the Conference. Sign-ups are first come, first served and will be posted on the bulletin board in the Resource Room (Mesa Verde). The experts will talk with more than one person/organization at a time.
- **Orchestra Brochures**
- **Artists Manager Brochures and Rosters**
- **Vendor Information**
- **Registration Desk**
Check-in
Purchase tickets
- **Advocacy Information Table**
- **Find Out if You're a Musical Drawing Winner**
- **Morning Coffee Service**

PLEASE WEAR YOUR NAME BADGE AT ALL TIMES

while in the hotel or attending activities at any of the other venues. You must be a registered Conference delegate to attend sessions.



The ACSO Conference is on Twitter.
Join the conversation [#ACSO2013](#)

SPECIAL THANKS!

MANY THANKS TO OUR 2013 HOST, PACIFIC SYMPHONY

2013 CONFERENCE CHAIR

Sean Sutton

MEMBERS OF THE 2013 CONFERENCE COMMITTEE

NancyBell Coe, Julia Copeland, Bruce Kiesling, Meghan Martineau, Christopher Rountree, Oliver Theil, Adrienne Valencia, Paul Jan Zdunek

Special thanks to the following friends of ACSO who have provided in-kind services or merchandise during the year or for the 45th Annual Conference.

ASCAP	Kelly Ruggirello
artSMART	Sacramento Philharmonic & Opera
Arts Consulting Group	San Diego Symphony
Ken Auletta	San Francisco Symphony
California Symphony	San Luis Obispo Symphony
Jeanette Bovard, editorial consultant	Santa Rosa Symphony
Debbie Chinn and Carmel Bach Festival	George Sinclair
Doubletree by Hilton Sonoma Wine Country	South Coast Plaza
Monica Felkel	Westin South Coast Plaza
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Brian Taylor Goldstein	Chad Yussman, designer
Hollywood Bowl	Paul Jan Zdunek
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Bruce Kiesling	
LA County Arts Commission	
Long Beach Symphony	
Los Angeles Chamber Orchestra	
Los Angeles Philharmonic	
Las Vegas Philharmonic	
Sharon McNalley	
Ojai Music Festival	
Pacific Symphony	
Pasadena Symphony and POPS	
Residence Inn Sacramento Downtown at Capitol Park	
Reznick Group LLP, Sacramento	

WEDNESDAY, JULY 24

ACSO BOARD MEETING

3:00 PM - 4:30 PM *MONARCH BAY*

RESOURCE ROOM AVAILABLE FOR VENDOR SET-UP

5:00 PM - 6:00 PM *MESA VERDE*

ACSO BOARD AND MAJOR DONOR GATHERING

6:00 PM *(by invitation only)*

THURSDAY, JULY 25

Ask The Experts Throughout The Day.

Sign Up In The Resource Room. *(MESA VERDE)*

Sponsored by Clarence E. Heller Charitable Foundation

REGISTRATION AND RESOURCE ROOM OPEN

8:00 AM - 4:00 PM *MESA VERDE*

PEER FORUM LEADERS' BREAKFAST

9:00 AM - 9:45 AM *(by invitation only)*

CONFERENCE ORIENTATION AND ACSO ANNUAL MEETING

10:00 AM - 10:25 AM *COSTA MESA*

Meet challenges head on; seize opportunity; eliminate risk! Your first Conference task is preparing yourself to make the most of this experience. Appropriately, our orientation session will provide all the tools you need to custom fit these three days of learning and sharing into a richly rewarding journey of discovery, inspiration, and encouragement.

Kelly Ruggirello, executive director, Long Beach Symphony; president, ACSO

Kris Sinclair, executive director, ACSO

ASSOCIATION OF CALIFORNIA SYMPHONY ORCHESTRAS' ANNUAL MEETING

(immediately following Conference Orientation)

10:30 AM - 11:15 AM *COSTA MESA*

- Welcome

John Forsyte, president, Pacific Symphony

- Election of ACSO Officers

- ACSO's Strategic Plan Presentation

Kelly Ruggirello, executive director, Long Beach Symphony; president, ACSO

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ASCAP

THURSDAY, JULY 25 *continued*

PEER FORUMS

11:30 AM - 1:30 PM

Sponsored by Mary Schnepf

What's trending in the orchestral universe? This is where our path to discovery begins. Join your peers for this once-a-year, unparalleled opportunity to build your network and enhance your professional expertise by meeting, mingling, and exchanging information, insights, concerns and plain hard facts with your colleagues.

- Managers with budgets over \$1 million** VIEJO
John Forsythe, *president, Pacific Symphony*
- Board Members with budgets over \$1 million** TERRACE PAVILION
Lee Rosen, *president, Monterey Symphony*
- Managers with budgets \$500,000 to \$999,999** TERRACE PAVILION
Jan Derecho, *executive director, Santa Cruz County Symphony*
- Board Members with budgets \$500,000 to \$999,999** TERRACE PAVILION
Dean McVay, *board member, San Bernardino Symphony*
- Managers with budgets under \$499,999** TERRACE PAVILION
Diane Salisbury, *executive director, La Jolla Symphony and Chorus*
- Board Members with budgets under \$499,999** TERRACE PAVILION
- Marketing Directors and Staff** LAGUNA
Frank Terraglio, *director of marketing, Pacific Symphony*
- Public Relations Directors and Staff** TERRACE PAVILION
Jayce Keane, *director of public relations, Pacific Symphony*
Rachelle Roe, *director of public relations, Chicago Symphony Orchestra*
- Development Directors and Staff** CAPISTRANO
Leslie McKinley, *resource development director, San Luis Obispo Symphony*
- Operations and General Managers** TERRACE PAVILION
Andrea Laguni, *general manager, Los Angeles Chamber Orchestra*
- Finance/IT Staff and Volunteers** CHINA COVE
Maya Rath, *finance director & concert manager, Oakland East Bay Symphony*
- Education Staff and Volunteers** TERRACE PAVILION
Adrienne Valencia, *director of education & community engagement, San Diego Symphony*
- League and Guild Volunteers** EXECUTIVE BOARDROOM
Boker and Jaye Yarus, *co-presidents, Pacific Symphony League*
- Festivals** TERRACE PAVILION
Cristine Kelly, *executive director, Music in the Mountains*
- Youth Orchestra Staff and Volunteers** MONARCH BAY
Cathy Spieth, *executive director, El Camino Youth Symphony*
- Conductors** TERRACE PAVILION
Alejandro Gutierrez, *assistant conductor, Pacific Symphony; music director, Pacific Symphony Youth Orchestra*
Josh Roach, *music director, Pacific Symphony Youth Wind Ensemble*

NOTE: JOIN TABLE 17 IF YOU DO NOT HAVE A PEER TABLE

- Social Media Content: Examples of Content Best for Sharing and Engagement** TERRACE PAVILION
Vince Ford, *director of digital media, New York Philharmonic*

THURSDAY, JULY 25 *continued*

PLENARY I: "THE FLUCTUATING INNER UNIVERSE: WHAT THE H*LL IS GOING ON WITH PEOPLE?!"

1:30 PM - 2:45 PM COSTA MESA

In a world of intense change and technological transformation, the old ways of navigating seem increasingly obsolete. From our homes to our workplaces and to the concert hall, distractions, stresses, emotions and



fluctuating priorities drive our behaviors. Join Jeremy Hunter as he sorts out who we are, where we've been, and where we're going as a society to help us effectively manage the performing arts in this new universe.

Jeremy Hunter, PhD, *assistant professor of practice, Peter F. Drucker School of Management, Claremont Graduate University*

INTRODUCTION: **Paul Jan Zdunek**, *chief executive officer, Pasadena Symphony and POPS*

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PLENARY II: "MISSION CONTROL: CALIFORNIA'S NEXT GENERATION OF AUDIENCES"

3:00 PM - 4:30 PM COSTA MESA

Audiences are changing. What must we do to adapt? Shifts in



demographics, trends in technology, and tastes in music and music consumption will redefine the next generation of classical music audiences. By exploring current trends, and new research that aims to better understand the forces driving patterns of music participation and demand for the live classical performance, we can forecast the artistic, social, and educational experiences future audiences will demand. It doesn't take a crystal ball to see that orchestras can control their own destinies through proactive response to this rapidly changing marketplace.

Alan Brown, *principal, WolfBrown*

Nan Keeton, *director of external affairs, San Francisco Symphony*



MODERATOR: **Gail Eichenthal**, *executive producer, KUSC & KDFC*

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BEACON POINTE

ADVISORS

LISTENING TOUR

4:30 PM - 6:00 PM COSTA MESA

The California Arts Council is conducting a "listening tour" — a series of meetings to ask for input from the arts field as we create a new Strategic Plan. Please come and give us your thoughts on what our future should be.

Patricia Milich, *programs officer, California Arts Council*

California



Arts Council

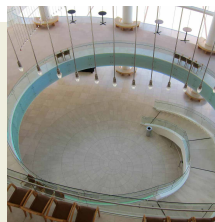
THURSDAY, JULY 25 *continued*

TOUR OF RENÉE AND HENRY SEGERSTROM CONCERT HALL

6:00 PM - 6:30 PM

Meet in Resource Room at 5:45 and walk to Hall with Jim Medvitz

Opened September 15, 2006 (architect Cesar Pelli; acoustician Artec Consultants, Inc., Russell Johnson and Damian Doria; Pipe Organ designed by C.B. Fisk), your special complimentary tour of this beautiful hall will include the lobby, house, stage, backstage and sound chambers, and an opportunity to view the box circle lobby view, among others.



OVERTURE PARTY AT SOUTH COAST PLAZA

GARDEN TERRACE

6:30 PM - 7:30 PM

From the Westin, walk across the Unity Bridge to the Plaza, remain on the 2nd level; the Garden Terrace is close to Macy's and Salvatore Ferragamo.



\$ Advance Registration Required

**Sponsored by South Coast Plaza
Hosted by Pacific Symphony & South Coast Plaza**

DINNER & MIXER: EMERGING ARTS LEADERS

SEASONS 52

7:30 PM - 9:30 PM

Emerging Arts Leaders - Orange County extends an invitation to emerging professionals (10 years of experience or less in the field) to attend a dutch-treat drinks & dinner mixer at the fresh grill restaurant Seasons 52 located outside South Coast Plaza near the Unity Bridge. Sign up in the Resource Room.



FRIDAY, JULY 26

Ask The Experts Throughout The Day.
Sign Up In The Resource Room. (MESA VERDE)

REGISTRATION AND RESOURCE ROOM OPEN

8:00 AM - 4:00 PM MESA VERDE

1. THE SHIFTING PHILANTHROPIC LANDSCAPE

8:30 AM - 10:00 AM BALBOA

With philanthropy demystified, you can translate your learning into meaningful initiatives for future stability and success. This not-to-be-missed session brings us head-to-head with the important questions and crucial answers to who's giving what, and why. Find out where orchestras and the arts fit into the fabric of giving, what impact an endowment can have on your budget, and what it looks like to develop a culture of philanthropy. Our "Next Generation Philanthropy Essential Top Ten List" will propel you to new heights.

Frederic J. "Rick" Happy, *principal & managing director, Community Counseling Services (CCS)*

HOST: Todd Hanson, *vice president of donor and community engagement, Orange County Community Foundation*

2. HEALTHCARE REFORM CRASH COURSE: WHAT NONPROFITS NEED TO KNOW

8:30 AM - 10:00 AM SAN JUAN/SAN MARCOS

Don't get left behind! With changes coming at warp speed, you need to boost your awareness and comprehension of the new health care reform requirements. Although some are already in place, the biggest changes are right around the corner. Understand new employer reporting and plan requirements: determine how you can benefit from the new exchange, and learn how to communicate with your employees about health care reform. If time is on our side, we'll also touch on Worker's Compensation issues for added momentum.

Meredeth Clark, *president & chief executive officer, California Association of Nonprofits Insurance Services*

3. YIN-YANG: THE "DUAL BOTTOM LINE" APPROACH TO EDUCATION & COMMUNITY PROGRAM DECISIONS

8:30 AM - 10:00 AM SANTA ANA

Mission Impact or Financial Sustainability — an either/or choice? Not at all IF you make strategic decisions to achieve both! Orchestras face constantly changing situations: funds disappear, programs go stale, new opportunities arise. In the old paradigm we agonize over tough decisions regarding financial viability, unsure which programs to grow, cut, or abandon. By adopting new methodologies, we can learn to develop a "Matrix Map Tool" to evaluate programs and make strategic decisions to not just survive, but thrive.

FRIDAY, JULY 26 *continued*

Pam Blaine, *vice president, education and community engagement, Pacific Symphony*

Jill Bolton, *director of community relations, Disneyland Resorts; board member/former education committee chairperson, Pacific Symphony*

Shawn Campbell, *vice president, artistic engagement and education, Tucson Symphony Orchestra*

MODERATOR: Dan McQuaid, *president & chief executive officer, One OC/ Volunteer Center*

Sponsored by Katherine E. Akos & Harry L. Jacobs

1. EXTENSIONS AND CONNECTIONS: CONCERT FORMATS WITH MAJOR IMPACT

10:15 AM - 12:00 PM BALBOA

The arts don't exist in a vacuum — never have, never will. Collaborations among performers, groups, multi-media & multi-disciplinary presentations, spectaculars, marathons, festivals — you've seen them/heard them/done them. The question is, with mash-ups becoming *de rigueur*, how can we create truly seamless and superior offerings? Our panel of experts will help us define the thinking that informs approaches to developing multi-media/inter-disciplinary/alternative format concert performances and explain how this translates to your organization.

Andrew Bulbrook, *violin, Calder Quartet*

Christopher Rountree, *artistic director & conductor, wild Up*

Chad Smith, *vice president, artistic planning, Los Angeles Philharmonic*

MODERATOR: Jesse Rosen, *president & chief executive officer, League of American Orchestras*

Sponsored by



2. STRAIGHT TALK ETHICS — IN FUNDRAISING, IN YOUR ORGANIZATION

10:15 AM - 12:00 PM SAN JUAN/SAN MARCOS

There is nothing new under the sun (Ecclesiastes 1:9) when it comes to human behavior. We've been defining, examining and theorizing moral right and wrong throughout history. Although ethics underlies every step we take, do we ever consider the moral basis of actions in a business sense? How does ethics affect your organization's standing in the community; relationships with staff, volunteers, donors and patrons; your individual professional work? Join a fascinating, lively, and unexpectedly useful session about a critical aspect of an organization's health that impacts all of us.

James M. Greenfield, *ACFRE, FAHP, president & chief executive officer, J. M. Greenfield & Associates*

HOST: Scott Evans, *freelance grant writer & administrator, Association of Fundraising Professionals, Orange County Chapter*

Sponsored by Sean Sutton

FRIDAY, JULY 26 *continued*

3. THE VOICE AND THE VALUE PROPOSITION: EFFECTIVELY COMMUNICATING IMPACT

10:15 AM - 12:00 PM SANTA ANA

The stakes have never been higher for California's orchestras to effectively convey value in their communities. At a time when public and philanthropic decision makers expect nonprofits to meet basic human needs, orchestras must clearly demonstrate their meaningful impact on local communities and citizens from all walks of life. This session covers the current landscape and provides tool kit applications in helping you meet this critical communications challenge.

Rachelle Roe, director of public relations, Chicago Symphony Orchestra

Oliver Theil, director of communications, San Francisco Symphony

MODERATOR: *Jayce Keane, director of public relations, Pacific Symphony*

Sponsored by Kelly Ruggirello

PETER SELLARS

LUNCHEON GUEST
SPEAKER

12:00 PM - 2:00 PM

COSTA MESA

Opera, theater, and festival director Peter Sellars is one of the most innovative and powerful forces in the performing arts in America and abroad. A visionary artist, Sellars is known for ground-breaking interpretations of classic works. Whether it is Mozart, Handel, Shakespeare, Sophocles, or the 16th-century Chinese playwright Tang Xianzu, Sellars strikes a universal chord with audiences, engaging and illuminating contemporary social and political issues. Sellars is a professor in the Department of World Arts and Cultures at UCLA and Resident Curator of the Telluride Film Festival. He is the recipient of a MacArthur Fellowship, the Erasmus Prize, the Sundance Institute Risk-Takers Award, and the Gish Prize. A member of the American Academy of Arts and Sciences, he was recently honored by the American Academy in Rome and Opera News magazine in 2012.



Photo by Ruth Walz

\$ Advance Registration Required

Sponsored by NancyBell Coe

FRIDAY, JULY 26 *continued*

1. INTERSECTING WORLDS OF THE MUSIC DIRECTOR

2:15 PM - 3:30 PM **SAN JUAN/SAN MARCOS**

We all know — or think we know — what the conductor does on the podium, but what about the rest of the time? Your music director/conductor is a singular person living in multiple worlds. What are other expectations of your music directors and what are their expectations of your orchestras? What roles could/should they play in the organization off the stage? Enjoy this insightful Q & A with a man who wears many hats, believes “music is a birthright” and ascribes multi-faceted attributes, responsibilities and capabilities to his chosen profession — or more simply, “music not just for music’s sake.”

Carl St.Clair, *music director, Pacific Symphony*

MODERATOR: Bruce Kiesling, *music director, Tulare County Symphony; Youth Orchestra LA*

HOST: NancyBell Coe, *president, Incredible Children’s Art Network*



Sponsored by Mireya Jones

2. THE FUTURE OF SUBSCRIPTIONS: IS THERE ONE?

2:15 PM - 3:30 PM **BALBOA**

Talk about a changing universe! What does the future hold if subscriptions are truly a thing of the past? Current thinking postulates that a long-term decline in audience commitment is inevitable. A meteor shower of “one-time” promotions and discounts — crowdsourcing, Goldstar, Fill-A-Seat, Living Social — has captivated the general public and given us options for filling our venues. But is this solution sustainable? Let’s assess the situation and determine if belief in accepted prevailing societal trends will lead to an ever-downward spiral to obscurity. Identify the “hidden” and unique performance assets you already possess to cultivate patron loyalty and grow participation. Perhaps there is a way to recreate a winning game with new awareness of how to play.

Jill Robinson, *president, TRG Arts*

Charlie Wade, *consultant; former director of marketing, Atlanta Symphony*

3. “APPRECIATIVE INQUIRY” – A POSITIVE APPROACH TO ORGANIZATIONAL DEVELOPMENT

2:15 PM - 3:30 PM **SANTA ANA**

Ac-cen-tu-ate the Positive: Can a viable and desirable future be generated by focusing increasingly on what an organization does well, rather than on eliminating what it does badly? Affirmation, and an upbeat, optimistic attitude may be the keys to realizing your organization’s aspirations. Learn an approach that unleashes an individual’s — and an organization’s — ability, knowledge, and confidence to create an improved future state. Discover how you can prioritize to achieve greatness, explore innovation, and compete in the modern marketplace — all while maintaining a positive balance.

Tenny Poole, *founder, Positive Talent Strategies; consulting partner, Corporation for Positive Change*

INTRODUCTION: Sean Sutton, *chief operating officer, Pacific Symphony*

Sponsored by Debbie Chinn

FRIDAY, JULY 26 *continued*

1. AVOIDING A WORLD OF TROUBLE: PRESENTING FOREIGN ARTISTS IN THE U.S.

3:45 PM - 5:00 PM SANTA ANA

Music may be the universal language, but jet-setting still creates confusion. While presenting and touring foreign artists in the U.S. brings many rewards, it also entails coordinating considerable logistical challenges. In a lively session that will focus on current developments and practical skills, attendees will learn fundamental visa concepts and procedures as well as basic federal and state tax obligations of foreign artists and non-California artists. So go ahead and put out the welcome mat!

Brian Taylor Goldstein, *partner/managing director, GG Arts Law*

2. DIGITAL STRATEGIES: USING YOUR RESOURCES WISELY

3:45 PM - 5:00 PM BALBOA

It's a brave new world for 21st century orchestras. A seminar on digital strategies would have been unheard of in the past; today it's imperative. This session will ground you in the basics of developing and implementing an effective digital strategy during a period of rapid change in technology and consumer behavior. Learn to plan and prioritize digital projects and to initiate a working 2-3 year roadmap that will guide you on the path to robust and successful initiatives. Full speed ahead!

Vince Ford, *director of digital media, New York Philharmonic*

Sponsored by Oliver Theil

3. FROM THE MUSICIAN'S STAND: SIX DEGREES OF (VIOLIN) SEPARATION

3:45 PM - 5:00 PM SAN JUAN/SAN MARCOS

An orchestral musician's life is a study in contrasts, communal yet solitary. Individual talents, personal circumstances, hopes and dreams must mesh with the ensemble's space-time continuum. Our musicians utilize separate experiences to harness collective energies, creating inspirational performances in a parallel universe. Questions? Here's your chance to cross the threshold into their minds and experiences, and gain insight into their reality.

Roberto Cani, *violin, Los Angeles Opera*

Bridget Dolkas, *violin, Pacific Symphony*

Amy Hershberger, *violin, Pasadena Symphony & POPS; Santa Barbara Chamber Orchestra*

Jennifer Munday, *violin, Los Angeles Chamber Orchestra*

Mitchell Newman, *violin, Los Angeles Philharmonic*

MODERATOR: Rich Capparella, *host, KUSC radio*

Sponsored by Paul Jan Zdunek

FRIDAY, JULY 26 *continued*

DINNER

CENTER CLUB, CENTER TOWER

5:30 PM - 7:00 PM

Nestled on the garden level of the award-winning Center Tower, the Center Club is adjacent to the Segerstrom Center for the Performing Arts, making it the perfect spot for some fun before the evening's concert. Before you make your way to Pacific Symphony's "Symphony in the Cities" concert at the Arts Plaza, walk down to the Center Club to enjoy a Mexican Fiesta buffet, complete with a build-your-own-taco bar and \$5 margaritas, beer and wine.



\$ Advance Registration Required

CONCERT AT ARTS PLAZA

SEGERSTROM CENTER

7:00 PM - 8:30 PM

Mere steps from the Westin, enjoy an evening concert by the Pacific Symphony at their "Symphony in the Cities" Free Target sponsored concert. VIP seating for Conference delegates.



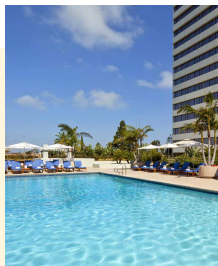
\$ Advance Registration Required

PRESIDENT'S RECEPTION FOR ACSO INDIVIDUAL MEMBERS

POOLSIDE AT THE WESTIN

8:45 PM

We take this opportunity to thank ACSO Individual Members at an informal gathering. Wander back to the Westin's pool deck for more socializing, drinks and dessert. Become an Individual member today to attend this special event!



\$ Advance Registration Required

Sponsored by ACSO, Kelly Ruggirello and Sean Sutton

SCHEDULE OF EVENTS

SATURDAY, JULY 27

Ask The Experts Throughout The Day.
Sign Up In The Resource Room. (MESA VERDE)

REGISTRATION AND RESOURCE ROOM OPEN 8:00 AM - 3:00 PM MESA VERDE

1. POWER SEMINAR: "GOVERNANCE AS STEWARDSHIP: THE SYMPHONY BOARD AS LEADERS OF A CAUSE"

8:00 AM - 12:00 PM LIDO



Critical questions about community positioning and posturing are surfacing in boardrooms of symphony orchestras throughout the state. How orchestras co-exist with all elements of our core communities, both collaboratively and competitively, will be crucial to charting our future. Using techniques that generations of leaders have employed to propel great ideas into large institutions, this four-hour session will provide tools for board members to analyze the strengths and shortcomings of their current governance and strategic planning processes. Participants will be challenged to view their organization as a cause and a community movement to be mobilized. The workshop will include training in cause-based governance, self-assessments about the current board culture, and facilitated discussions aimed at creating a governance environment that evolves the organization, guarantees its resilience, builds its infrastructure within the community, and prepares the next generation for leadership.

Jeff Wilcox, CFRE, *president & chief executive officer, The Third Sector Company, Inc.*

HOST: John R. Evans, *former board chair, Pacific Symphony; regional managing director (ret.), Wells Fargo*

Sponsored by Jim Drummy

2. BEHIND THE SCENES OF OC'S FUNDRAISING SPECIAL EVENTS

8:30 AM - 10:00 AM SAN DIEGO/SAN PEDRO

Join this session for inspiration, innovation and go-to ideas from a fearless frontier mentality to create truly exceptional moneymaking events. Local community volunteers will bring "the best of Orange" to you.

Arylss Burkett, *former chair, Los Angeles Philharmonic Affiliates*

Shannon Tucker, *president, Santa Ana Boys and Girls Club*

Heather McKenzie-Densmore, CFRE, *director of development and marketing, Healthy Smiles for Kids of Orange County*

MODERATOR: Mireya Jones, *board member, Los Angeles Philharmonic Affiliates*

Sponsored by Dean McVay

SATURDAY, JULY 27 *continued*

3. YOUTH ORCHESTRAS: FROM NEW RECRUIT TO INFINITY AND BEYOND – PART I

8:30 AM - 10:00 AM *BALBOA*

At a time when professional orchestras are facing challenges on many levels, youth orchestras are thriving. Paradox? Unfathomable mystery? Teachable moment? In this special double session we will look at the complete youth orchestra experience, examining best practices and new ideas from the earliest stages of recruitment through different strategies of player development, and extra-musical opportunities for current musicians. We'll also address the logical next step: alumni relations, appraising what happens once young musicians graduate from our programs and exploring methods to keep them active and engaged.

Melissa Craig, director of youth ensembles, Pacific Symphony

Janneke Straub, executive director, American Youth Symphony

Sidney Yin, artistic administrator, San Diego Youth Symphony and Conservatory

MODERATOR: *Bruce Kiesling, music director, Tulare County Symphony; Youth Orchestra LA*

Sponsored by Julia Copeland

1. ONE FUN UNIVERSE OF KNOWLEDGE ABOUT BUDGETS AND GIFTS ACCOUNTING

10:15 AM - 12:00 PM *SAN DIEGO/SAN PEDRO*

How did you count that? Are you really sure? Confusion abounds when we bump up against the murky topics of budgets and accounting. But clarity is just understanding your budget's fundamental guidelines for gift accounting and tracking. We'll explore some of the "black holes" of this universe, including what happens once a donor expresses intent to make a gift; how restrictions, multi-year commitments, and endowment giving translate into keeping your books and budgets together and in sync; and whether all gifts have the same effect on the bottom line. You'll leave this session with confidence and clarity to spare – and share!

Michael Costa, executive director, Philharmonia Baroque Orchestra

Courtney Beck, director of development, Philharmonia Baroque Orchestra

2. YOUTH ORCHESTRAS: FROM NEW RECRUIT TO INFINITY AND BEYOND – PART II

10:15 AM - 12:00 PM *BALBOA*

Continuation of Part I.

SATURDAY, JULY 27 *continued*

3. I NEED PERMISSION FOR THAT?: COPYRIGHTS AND LICENSES

10:15 AM - 12:00 PM **SAN JUAN/SAN MARCOS**

When did copyright and licensing get so complicated? This once seemingly orderly cosmos just gets thornier by the day! Whenever you use another's images, recordings, music, designs, performances, or works you must understand the ramifications and follow the rules – whether for commercial or non-commercial, for profit or not for profit. New media and technologies, along with the ease of downloading and uploading materials on the Internet, have made this area even more complex. This essential workshop will cover basic concepts and practical considerations in the areas of copyright and licensing, as well as address common misunderstandings about public domain, educational uses, nonprofits, and fair use.

Brian Taylor Goldstein, *partner/managing director, GG Arts Law*

GABRIELA LENA FRANK

LUNCHEON GUEST
SPEAKER

12:00 PM - 2:00 PM

COSTA MESA

***Mark Twain, Bodybuilders and Inca
Messengers – Music to Her Ears!***

Worlds have been colliding and connecting for Gabriela Frank ever since she came into this world. Identity has always been at the center of her music. Born to a mother of mixed Peruvian/Chinese ancestry and a father of Lithuanian/Jewish descent, Frank explores her multicultural heritage most ardently through her compositions. *"I'm a Berkeley gringa, Latino, Peruvian, Chinese, Lithuanian Jew, deaf, short composer!"* she recently told the LA Times. Frank is something of a musical anthropologist. She has traveled extensively throughout South America and her pieces reflect and refract her studies of Latin American folklore, incorporating poetry, mythology, and native musical styles into a western classical framework that is uniquely her own. Join this 2009 recipient of the prestigious John Simon Guggenheim Memorial Foundation Fellowship for a presentation on how she harnesses all the seemingly disparate resources our "worlds" have to offer!



\$ Advance Registration Required

SATURDAY, JULY 27 *continued*

1. BOARD MEMBERS' ROUNDTABLE: OUTSIDE CONSULTANTS: LET THE BUYER BEWARE

2:30 PM - 3:30 PM SAN DIEGO/SAN PEDRO

The growth in outside consultation to help orchestras assess their structures, needs and solutions is booming. Adding an expert to the mix, however, requires some thoughtful consideration if all parties are to mutually benefit from the relationship. In this special roundtable discussion, participants will have the opportunity to identify key considerations in the engagement of outside consultants, good practices to incorporate into any quality consultative relationship, and the unique roles that the executive and board members play in assuring successful engagement.

Time will be allowed to discuss lessons learned based on participants' consulting experiences, as well as opportunities to identify any issues with current consulting engagements and benefit from the expertise of others.

Jeff Wilcox, president & chief executive officer, The Third Sector Company, Inc.

2. PEER FORUMS REDUX

2:30 PM - 3:30 PM COSTA MESA

Here we go again! The past two days of stimulating input and information undoubtedly have you seeing things in a different light. Reunite with your peers to review original discussions, brainstorm, ask more questions, share new ideas and enthusiasms, and expand your horizons.

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Watch your inbox for the Conference Evaluation Form. Complete and submit to be entered into a drawing to win a free registration to the 46th Annual Conference in 2014.





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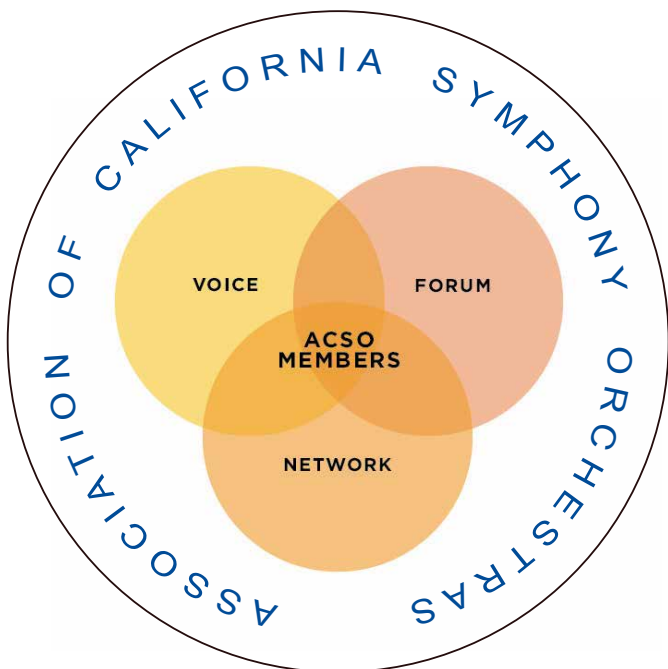
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Nothing goes better with Classical music than a glass of fine wine! And who would know what special wines go best with music than ACSO's very own Board? Enter for your chance to win a coveted selection of fine wines, contributed from the private cellars of our Board members. You could go home with over 25 bottles of exquisite vintages to enjoy at your leisure. Only 54 tickets are sold. Chances for this special selection are \$100 each with the winning ticket chosen during a fun-filled ceremony at Saturday's luncheon. To view the outstanding selections, be sure to visit the wine bin display in the Resource Room.

**Must be present to win. The drawing will be held during lunch Saturday, July 27. The winner has the option of taking the wines home or having them shipped (in-state only).*

MUSICAL DRAWING

Take a chance on this year's Musical Drawing, featuring exotic concert/hotel packages, sumptuous gift baskets and extravagant shopping sprees. All concerts are compliments of ACSO member orchestras and choruses.



Proceeds from the drawing support essential services provided to organizations in California and the region, including consulting services, technical assistance, conferences, and workshops.

Tickets: \$15 each; 5 for \$60; 10 for \$100

PRIZES INCLUDE:

Disclaimer: Only one prize per delegate. Out of respect to our donors, prizes are not transferable. All concert tickets and hotel rooms subject to availability.

- \$500 Shopping Spree at the **South Coast Plaza** in Costa Mesa
- **Arts Consulting Group** is pleased to offer a Saturday Board and staff Planning Summit. The focus of the Summit will be mutually agreed upon by ACG and the organization, including use of online confidential Board assessment tools completed by participants in advance.

MUSICAL DRAWING *continued*

- **artSMART** offers a three-hour workshop on any of these topics: Building Strong Boards; Fundraising Skills of Successful Boards; Facing the Music (When Trouble Enters the Scene); Planning to Plan; The Highly Functioning Team. Value - \$1,000. Date by mutual arrangement. Does not include travel or lodging costs. More info at www.artsmartsolutions.com.
- Two tickets to a **Carmel Bach Festival** Saturday Morning Chamber Concert, July 19-August 2, 2014 and two bottles of wine from Debbie Chinn's (executive director of the Festival) cellar.
- Two complimentary reserved bench seats to a **Hollywood Bowl** concert during the 2013 season (some dates excluded).
- Find yourself at the Ford next summer! Receive two tickets to a performance in the 2014 summer season at the **John Anson Ford Theatres** in Hollywood.
- A glorious selection of coffee from **Jones Coffee Roasters** in Pasadena.
- Two tickets to the **Las Vegas Philharmonic Pops** concert on Saturday, April 5, 2014: Love Vintage Las Vegas Style at The Smith Center for the Performing Arts
- Relax. Reminisce. Recapture. Escape to the luxury of the **Lodge at Buckberry Creek** in the Smoky Mountains of East Tennessee, where the only thing we overlook is Mount Le Conte. This prize entitles the winner to a four-night stay in a Gallery Suite. (Airfare not included.)
- Two tickets to a **Long Beach Symphony POPS** concert.
- Two tickets to a **Long Beach Symphony** classic concert.
- Two tickets to a 2013-14 **Los Angeles Chamber Orchestra** concert, a signed LACO tote bag, three notepads, and a CD by Lorraine Hunt Lieberson, mezzo-soprano accompanied by LACO and Jeffrey Kahane, music director.
- Two B Section Immersion Passes to a concert of your choice at the 68th **Ojai Music Festival**, June 12-15, 2014.
- Two tickets to a **Pacific Symphony** concert and a one-night stay at the Westin South Coast Plaza.
- The **Sacramento Region Performing Arts Alliance** provides two tickets to any Opera or Philharmonic event at the Community Center Theater in the 2013-14 Two in Tune Season; includes an invitation for two to join new General Director Robert Tannenbaum in the donor lounge for drinks in the intermission. Enjoy a one-night stay at the Residence Inn Downtown Sacramento Capitol Park following the concert.

MUSICAL DRAWING *continued*

- Two tickets to the **San Francisco Symphony's** September 14, 2013 performance of Tchaikovsky's *Piano Concerto No. 1* and Prokofiev's *Piano Concerto No. 3*, performed by Yefim Bronfman and led by Michael Tilson Thomas. This prize also includes CDs of the Symphony's performance of Beethoven's *Symphony No. 9*, John Adams' *Harmonielehre*, and the book American Mavericks.
- Four lawn seating tickets to **San Luis Obispo Symphony's** Pops by the Sea on September 1, 2013, a bottle of SLO Symphony Quartet wine, a CD, a t-shirt, a wine opener, and a tote.
- Two tickets to any **Santa Rosa Symphony** 2013-2014 classical series concerts held in the magnificent new Weill Hall at the Green Music Center with a one-night stay at the nearby Doubletree by Hilton Sonoma Wine Country.
- Four lawn admission tickets to the 2013 **Southwest Chamber Music** Summer Festival at the Huntington on Sunday, August 25, 2013.

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2013-2014 ACSO NEXT SEASON

- "Ask an Expert" Webinars, October-April 2013-14
- Mid-Winter Managers' Meeting, January 2014
- Youth Orchestra Confab, March 2014
- Peer-to-Peer All Year
- 46th Annual Conference
- Resource Partners Program (free mentoring for staff)

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ACSO would not be where it is today if not for the following persons and organizations. Thank you!

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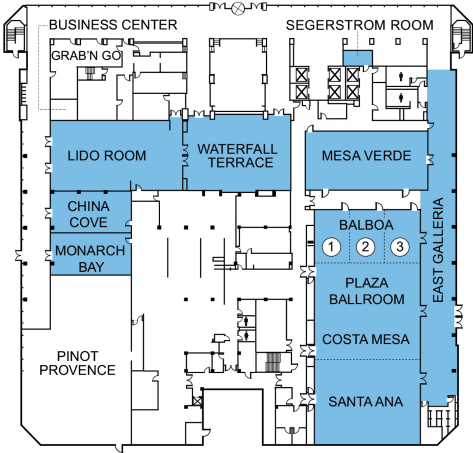
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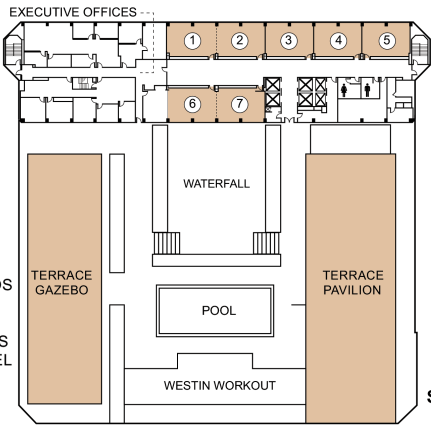
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- 2. LAGUNA
- 3. VIEJO

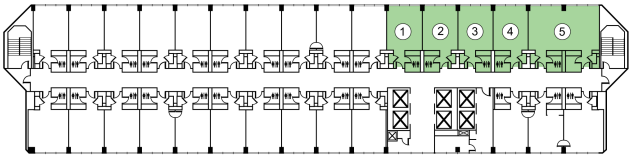
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- 1. SAN MARCOS
- 2. SAN JUAN
- 3. SAN FELIPE
- 4. SAN CARLOS
- 5. SAN GABRIEL
- 6. SAN PEDRO
- 7. SAN DIEGO

SECOND FLOOR

- 1. BOLSA CHICA
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