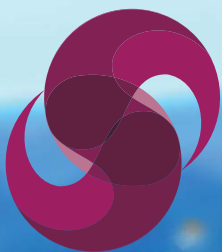


BALANCE

46th ANNUAL CONFERENCE
JULY 31 - AUGUST 2, 2014



*In Life, as in
Music and Wine,
we must strive for
Balance.*

*Balance is
far-sighted,
healing,
invigorating,
renewing –
transformative.*

A | C | S | O

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SYMPHONY ORCHESTRAS

DoubleTree Hotel,
Rohnert Park
hosted by the
Santa Rosa Symphony

IF ONLY THESE NUMBERS COULD SPEAK

...they could warn you about that sketchy acquisition or that shaky deal, or remind you that expansion isn't the only way to increase sales.

At KSJG, we go beyond just auditing and tax services.

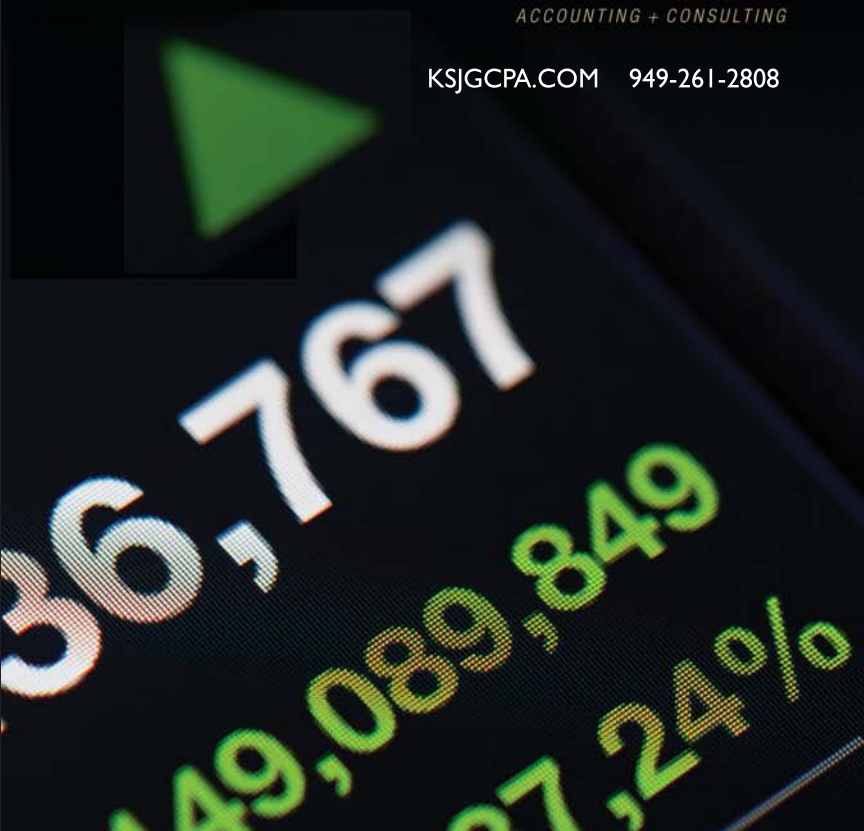
We analyze your business and partner with you to identify areas negatively affecting profitability and growth, and to see opportunities from a uniquely clear perspective.

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CONFERENCE QUICK LOOK

WEDNESDAY, JULY 30, 2014

3:00 pm – 4:30 pm	ACSO Board Meeting	<i>Santa Rosa/Sonoma</i>
5:00 pm – 6:00 pm	Resource Room Available for Vendor Set-Up	<i>Vineyard</i>
6:00 pm – 8:00 pm	ACSO Board & Major Donor Gathering (by invitation only)	

THURSDAY, JULY 31, 2014

ASK THE EXPERTS throughout the day. (See Page 7)

7:00 am – 7:30 am	Yoga Class (Free)	<i>Bodega/Cotati</i>
8:00 am – 4:00 pm	Registration & Resource Room Open	<i>Vineyard</i>
10:00 am – 10:45 am	Conference Orientation & ACSO Annual Meeting	<i>Salon III, IV</i>
11:00 am – 1:00 pm	Peer Forums	<i>Ballroom Foyer</i>
1:00 pm – 2:15 pm	PLENARY I: The Perfect Balance	<i>Salon III, IV</i>
2:30 pm – 3:30 pm	PLENARY II: Part 1 - An Interview with Michael Kaiser	<i>Salon III, IV</i>
3:30 pm – 4:30 pm	Part 2 - Balance Programming With...	<i>Salon III, IV</i>
5:30 pm – 10:00 pm	Evening at the Green Music Center, Santa Rosa Symphony Concert	

FRIDAY, AUGUST 1, 2014

ASK THE EXPERTS throughout the day. (See Page 7)

7:00 am – 7:30 am	Yoga Class (Free)	<i>Salon IV</i>
8:00 am – 4:00 pm	Registration & Resource Room Open	<i>Vineyard</i>
8:30 am – 10:00 am	1. What Does Your Style Say About You?	<i>Bodega/Cotati</i>
	2. Creative Placemaking	<i>Salon I & II</i>
	3. We Only Have How Much in the Bank?	<i>Santa Rosa/Sonoma</i>
10:15 am – 12:00 pm	1. Identifying the Elephant in the (Board) Room	<i>Salon I & II</i>
	2. Creating a Fundraising 'Upgrading Team'	<i>Bodega/Cotati</i>
	3. Taking the Music Out of the Concert Hall	<i>Santa Rosa/Sonoma</i>
12:00 pm – 2:00 pm	Luncheon with guest speakers The Cypress String Quartet	<i>Salon III, IV</i>
2:15 pm – 3:30 pm	1. Challenges in Corporate Philanthropy	<i>Bodega/Cotati</i>
	2. Help! Volunteerism Yesterday, Today, and Tomorrow	<i>Santa Rosa/Sonoma</i>
	3. Changing Times, Changing Brands	<i>Salon I & II</i>
3:45 pm – 5:00 pm	1. Join the Party! Social Media	<i>Santa Rosa/Sonoma</i>
	2. Non-profit 911	<i>Bodega/Cotati</i>
	3. The Office: Sitcom or Sensational?	<i>Salon I & II</i>
5:45 pm – 9:00 pm	Overture Party at Deerfield Ranch Winery	
9:00 pm	President's Reception for ACSO Individual Members	<i>Lobby Bar</i>

SATURDAY, AUGUST 2, 2014

ASK THE EXPERTS throughout the day. (See Page 7)

7:00 am – 7:30 am	Yoga Class (Free)	<i>Salon I</i>
8:00 am – 2:00 pm	Registration & Resource Room Open	<i>Vineyard</i>
8:00 am – 12:00 pm	Power Seminar for Leadership	<i>Chardonnay</i>
8:30 am – 10:00 am	1. The Year-Round Youth Orchestra	<i>Bodega/Cotati</i>
	2. Special Event Fundraising	<i>Santa Rosa/Sonoma</i>
10:15 am – 12:00 pm	1. Commissioning Policies and Practices	<i>Santa Rosa/Sonoma</i>
	2. Youth Orchestra Alumni	<i>Bodega/Cotati</i>
12:00 pm – 2:00 pm	Luncheon with guest speaker Joanne Lipman	<i>Salon III, IV</i>
2:30 pm – 4:00 pm	Peer Forums Redux	<i>Salon I & II</i>
8:00 pm	National Youth Orchestra	<i>Green Music Center</i>

PASSIONATE
ABOUT THE
ARTS?
TURN YOUR
PASSION
INTO A
PROFESSION

EARN YOUR MASTERS
IN
ARTS MANAGEMENT



CLAREMONT GRADUATE UNIVERSITY, THE GRADUATE UNIVERSITY OF THE CLAREMONT COLLEGES.
LOCATED 35 MILES EAST OF DOWNTOWN LOS ANGELES. VISIT US AT WWW.CG.U.EDU/AM

It is my honor as Santa Rosa Symphony Board President to welcome you to beautiful Sonoma County. This is the perfect moment for us to host orchestra leaders from around the state for ACSO's 46th Annual Conference and to facilitate what we believe will be an invigorating and informative series of plenary sessions, workshops, peer group forums and informal networking. And also, of course, there will be music and wine!



As Resident Orchestra at the Green Music Center, we will present a free indoor-outdoor concert at Weill Hall and Lawn for the entire community on July 31. In keeping with the Conference's celebratory atmosphere, and to honor Mexico's rich cultural heritage in our region, the Santa Rosa Symphony performs with Mariachi sol de Mexico de Jose Hernandez. Our engaging Principal Pops Conductor Michael Berkowitz presides over what will be a unique experience of pageantry and sound. You'll also have a taste of wine country at the Overture Party taking place at Deerfield Ranch Winery's majestic wine caves. The view of the valley from the winery's entrance is guaranteed to take your breath away!

From morning yoga to sessions on style and social media, from community outreach to corporate philanthropy, from volunteerism to new music commissioning, the breakout sessions offer much to intrigue you. Our luncheon guest speakers, the Cypress String Quartet and author Joanne Lipman, are sure to give food for thought. And the performance of the National Youth Orchestra conducted by David Robertson on Saturday night will surely give you hope for the next generation of classical musicians.

Thank you so much for joining us. This Conference is designed to further your professional growth, give you creative ideas, and help you meet the complex and demanding tasks of maintaining an arts organization in our world today. Have a wonderful stay in Rohnert Park, enjoy the Conference, and go home refreshed.

A handwritten signature in black ink, appearing to read "Jim Hinton". The signature is fluid and cursive.

Jim Hinton, *President, Santa Rosa Symphony*

On behalf of the ACSO Board, the entire Conference Committee and our host, the Santa Rosa Symphony, we welcome you to the 2014 ACSO Conference – one that we believe will be the most intriguing and stimulating Conference you will attend. The unique mix of practical toolbox sessions, that are always the most valuable of any ACSO Conference, along with uplifting, thought-provoking sessions about universal balance, all set within the backdrop of the most ethereal places in the country – Sonoma County – should provide a truly life-changing Conference for all of us!



I encourage you to seek out new connections while you are here this week because, in this business, and in this life, it's our communal experiences that educate us and inspire us to new heights.

I personally look forward to connecting with each of you during the course of this week and hope this Conference will transform your personal and professional life course for years to come.

Yours in Work-Life Balance,

A handwritten signature in black ink, appearing to read "Paul Jan Zdunek". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Paul Jan Zdunek, vice president, ACSO Board; chair, 2014 ACSO Conference; ceo, Pasadena Symphony and POPS

“ACSO Conference 2014 will help us develop equilibrium in our lives and discover that order, rhythm, and harmony in our work and in our play can tip the scales toward happiness and success.”



*Many thanks to our Hosts,
the Santa Rosa Symphony &
the Santa Rosa Symphony League*

2014 CONFERENCE CHAIR

Paul Jan Zdunek



MEMBERS OF THE 2014 CONFERENCE COMMITTEE

**Mireya Jones, Dean McVay, Meghan Martineau,
Alan Mason, Christopher Rountree, Dwyne Willis**

Special thanks to the following friends of ACSO who have provided in-kind services or merchandise during the year or for the 46th Annual Conference.

ASCAP
Arts Consulting Group
Aurorae
Avenue of the Arts
Wyndham
Bear Valley Music Festival
Jeanette Bovard, editorial
consultant
Debbie Chinn and Carmel
Bach Festival
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Eureka Symphony
Fess Parker's DoubleTree
Resort, Santa Barbara
Festival Mosaic
Pam Field, yoga instructor
Hollywood Bowl
Italian Bistro Sole Luna
Jones Coffee Roasters
Las Vegas Philharmonic
Long Beach Symphony
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Los Angeles Philharmonic
Sharon McNalley
Alan Mason & Timothy
Rodrigues

Music in the Mountains
Oakland East Bay Symphony
Ojai Music Festival
Pacific Symphony
Pasadena Symphony
and POPS
San Bernardino Symphony
San Diego Symphony
San Francisco Symphony
San Luis Obispo Symphony
Santa Barbara Symphony
Santa Rosa Symphony
Charles M. Schulz Museum
George Sinclair
Sonoma County Tourism
South Coast Plaza
Webvanta
Chad Yussman, designer

CONFERENCE REGISTRATION, TICKETS AND RESOURCE ROOM

Vineyard

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

Vineyard

Wednesday, July 30	5:00 PM - 6:00 PM (Vendor Set-up)
Thursday, July 31	8:00 AM - 4:00 PM
Friday, August 1	8:00 AM - 4:00 PM
Saturday, August 2	8:00 AM - 2:00 PM

WHAT'S IN THE RESOURCE ROOM?

- **About ACSO**
- **Ask the Experts Sign-ups**
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 (Vineyard).
- **Orchestra Brochures**
- **Artists Managers 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 (served until 11 a.m.)**
- **Starbucks in Lobby**

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 **#ACSO2014**

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SCHEDULE OF EVENTS

WEDNESDAY, JULY 30, 2014

ACSO BOARD MEETING

3:00 pm - 4:30 pm

RESOURCE ROOM AVAILABLE FOR VENDOR SET-UP

5:00 pm - 6:00 pm *Vineyard*

ACSO BOARD & MAJOR DONOR GATHERING

(by invitation only)

6:00 pm - 8:00 pm

Board bus at 5:15 pm at Hotel Entrance



THURSDAY, JULY 31, 2014

Ask The Experts Throughout The Day.

Free 30-minute consultations. Sign up in the Resource Room (Vineyard).

YOGA CLASS *(free)*

7:00 am - 7:30 am *Bodega/Cotati*

Balance your day with a short yoga class (the physical, mental, and spiritual practice or discipline which originated in ancient India with a view to attain a state of permanent peace of mind in order to experience one's true self).



Sponsored by Dean McVay

REGISTRATION & RESOURCE ROOM OPEN

8:00 am - 4:00 pm *Vineyard*

CONFERENCE ORIENTATION & ACSO ANNUAL MEETING

10:00 am - 10:45 am *Salon III & IV*

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 necessary to customize these three days of learning and sharing into an enriching journey of discovery, inspiration, and encouragement.

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

Sponsored by Beacon Pointe Advisors



SCHEDULE OF EVENTS

THURSDAY, JULY 31, 2014 *(continued)*

PEER FORUMS

11:00 am - 1:00 pm *Ballroom Foyer*

Don't miss this unparalleled opportunity to build your network by meeting, mingling, and exchanging information with your colleagues. This is not a presentation with a speaker; it is a participatory roundtable for staff and volunteer peers. You may be asked to split off into smaller groups if there are more than 10 at a table.

- 1. Managers with budgets over \$1 million**
Vintage
Alan Silow, executive director, Santa Rosa Symphony
- 2. Board Members with budgets over \$1 million**
Santa Rosa/Sonoma
Jim Hinton, president, Santa Rosa Symphony
- 3. Managers with budgets \$500,000 to \$999,999**
Santa Rosa/Sonoma
Jan Derecho, executive director, Santa Cruz County Symphony
- 4. Board Members with budgets \$500,000 to \$999,999**
Bodega/Cotati
Dean McVay, board member, San Bernardino Symphony
- 5. Managers with budgets under \$499,999**
Bodega/Cotati
- 6. Board Members with budgets under \$499,999**
Bodega/Cotati
- 7. Marketing Directors and Staff**
Salon I & II
Sara Mitchell, director of marketing, Santa Rosa Symphony
- 8. Public Relations Directors and Staff**
Salon I & II
Jayne Keane, director of public relations, Pacific Symphony
- 9. Development Directors and Staff**
Foyer
Genevieve Macias, director of development & communications, Long Beach Symphony
- 10. Operations and General Managers**
Salon I & II
Tim Beswick, director of artistic operations, Santa Rosa Symphony
- 11. Finance/IT Staff and Volunteers**
Salon I & II
Maya Rath, general manager, Oakland East Bay Symphony
- 12. Education Staff and Volunteers**
Santa Rosa/Sonoma
Julian Dixon, director of community engagement & education, Sacramento Philharmonic & Opera
- 13. League and Guild Volunteers**
Salon I & II
Mireya Jones, board member, LA Philharmonic Affiliates
- 14. Festivals**
Salon I & II
Cristine Kelly, executive director, Music in the Mountains
- 15. Youth Orchestra Staff and Volunteers**
Bodega/Cotati
Cathy Spieth, executive director, El Camino Youth Symphony
- 16. Conductors**
Salon I & II
David Ramadanoff, music director, Vallejo Symphony; music director, Young People's Symphony Orchestra

\$ Advanced registration required for box lunch.

SCHEDULE OF EVENTS

(continued) THURSDAY, JULY 31, 2014

PLENARY I: "THE PERFECT BALANCE: FORMULA FOR SUCCESS IN LIFE AND WORK"

1:00 pm - 2:15 pm Salon III & IV



There are lessons to be learned from our libations. The fruit of the vine yields its finest vintages when the winemaker achieves the perfect balance of alcohol, acid, tannin, and fruit to create a pleasing taste. There are lessons to be learned from academic

study and research. Understanding our actions/choices/motivations helps us gain clarity, stay focused, and address potentially harmful issues and situations. Our opening presenters – consummate professionals in two seemingly unrelated fields – set the tone for ACSO's 46th Annual Conference with their true-to-life tales that underscore the leading role balance plays in a successful life and career.

Robert Rex, winemaker, Deerfield Ranch Winery

Laura Carstensen, Fairleigh S. Dickinson Jr. professor in public policy; professor of psychology, director, Stanford Center on Longevity

Sponsored by

**WELLS
FARGO**

PLENARY II: "AN INTERVIEW WITH MICHAEL KAISER"

2:30 pm - 3:30 pm Salon III & IV

Join the master and author of The Art of the Turnaround for a candid discussion about the need for arts organizations and arts leaders to be mindful about reinventing themselves for growth, market share, and life-work balance. Michael Kaiser – cultural arts leader, teacher, author and now human capital manager – shares how he has reinvented his professional and personal life throughout his career to successfully transform organizations from surviving to thriving. This balanced, holistic approach to life is not to be missed!

Michael Kaiser, president, Kennedy Center for the Performing Arts; co-chairman, IMG Artists; president, DeVos Institute of Arts Management (U of Maryland)

INTRODUCTION: **Kelly Ruggirello**, executive director, Long Beach Symphony

INTERVIEWER: **Sandi Sigurdson**, executive director, Leadership San Luis Obispo



THURSDAY, JULY 31, 2014 *(continued)*

PLENARY III: "BALANCING PROGRAMMING WITH..."

3:30 pm - 4:30 pm *Salon III & IV*

Programming is so romantic, isn't it!? Choosing hair-raising works, engaging world-class artists, performing in stellar halls – what could be more fun and easy? Or not. What may seem appealing, uplifting, enticing, surprising – even obvious – on the season brochure likely came together only after discussion, deliberation, bartering, myriad changes, and a few Excedrin headaches! Join three veterans of the presenting industry who will help us identify the artistic planning matrix to strike the right balance between risk-taking, popular programming, marketing, community demand, artist needs, routing, and so much more.

Michael Kaiser, *president, Kennedy Center for the Performing Arts; co-chairman, IMG Artists; president, DeVos Institute of Arts Management (U of Maryland)*

Zarin Mehta, *co-executive director, Green Music Center*

John Mangum, *president & artistic director, Philharmonic Society of Orange County*

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



Sponsored by

WELLS FARGO

EVENING AT THE GREEN MUSIC CENTER

Enjoy the talents of the Santa Rosa Symphony and conductor Mike Berkowitz as they are joined on stage by Mariachi Sol de Mexico de Jose Hernandez.

5:30 pm Bus departs for Weill Hall at the Green Music Center

6:00 pm Reception hosted by the Green Music Center; Box dinner at outdoor tables

7:00 pm Santa Rosa Symphony concert
Mike Berkowitz, *conductor*
Mariachi Sol de Mexico de Jose Hernandez

9:00 pm Post-concert Dessert Reception hosted by the Green Music Center

9:00 pm Backstage & Schroeder Hall Tour

10:00 pm Bus back to hotel



SCHEDULE OF EVENTS

FRIDAY, AUGUST 1, 2014

Ask The Experts Throughout The Day.
Free 30-minute consultations. Sign up in the Resource Room (Vineyard).

Sponsored by Kathryn Martin

YOGA CLASS (free)

7:00 am - 7:30 am Salon IV

Sponsored by Dean McVay

REGISTRATION & RESOURCE ROOM OPEN

8:00 am - 4:00 pm Vineyard



BREAKOUT SESSIONS

8:30 am - 10:00 am

1. Downbeats and Upswings: What Does Your Style Say About You? *Bodega/Cotati*

Clothing is a tool for non-verbal communication. What message do you and your staff send—to each other and to the public? In this session, you'll learn how to master the art of presenting yourself to the world in a way that supports your individual and corporate goals. We'll also discuss how to develop a dress code for your organization (from posture to perfume) that helps you put your best foot forward.

Adrienne Valencia, wardrobe stylist & image consultant, *Nothing to Wear?*; director of education & community engagement, San Diego Symphony

INTRODUCTION: **Kris Sinclair**, executive director, ACSO

Sponsored by



2. Creative Placemaking *Salon I & II*

Creative Placemaking is a powerful movement sweeping across the national landscape, engaging artists in the reimagination and renewal of their communities, elevating community identity and voice in the process of community development. Major funders are enthusiastic about its potential impact. In this session, we will cover the principles of this inclusive approach to community involvement and explore its ramifications. What's in it for orchestras? Discover the possibilities as we define, clarify, exemplify, and analyze this exciting concept!

Jamie Bennett, executive director, ArtPlace America

Michael Fields, producing artistic director, Dell'Arte, Inc. Blue Lake (ArtPlace America grant recipient)

Craig Watson, executive director, California Arts Council

MODERATOR: **Jane Hill**, principal, artSMART

FRIDAY, AUGUST 1, 2014 *(continued)*

3. We Only Have How Much in the Bank?

Cash Flow – Always a Balancing Act *Santa Rosa/Sonoma*

Even the tightest and most thoroughly constructed budget can leave an organization open to cash flow fluctuations that may severely impact its ability to conduct smooth, ongoing operations. This session is a primer in the art of recognizing and interpreting signals in your organization's Balance Sheet and providing increased visibility into future pressures to your bank accounts. It is a Q&A based workshop in the practical implications of cash flow.

J.F. Coffin IV, *principal, Arts Finance Resources*

Susan Goranson, *owner, Goranson and Associates*

INTRODUCTION: **Donna Williams**, *board member, Oakland East Bay Symphony & Philharmonia Baroque Orchestra*

Sponsored by Donna M. Williams

BREAKOUTS

10:15 am - 12:00 pm

1. Identifying the Elephant in the (Board) Room *Salon I & II*

Ah, the pitfalls of our boardrooms! Take your pick: Too many board or committee meetings? Too few? Too little board turn-over, or too much? Not taking advantage of the technology to make board work more streamlined? Leadership that is out of balance? Often board culture makes it difficult to deal with roadblocks to success —no one wants to talk about the “elephant in the room”— for fear of hurt feelings or treading on sacred ground. Join your peers for this fast-paced, interactive workshop for trustees. You will leave with practical ideas for increasing your board's effectiveness and reinvigorating your board's leadership.

Leyna Bernstein, *founder and principal, Leadership Search Partners*

INTRODUCTION: **NancyBell Coe**, *president, Incredible Children's Art Network*

Sponsored by Debbie Chinn

2. Creating a Fundraising 'Upgrading Team' *Bodega/Cotati*

Many otherwise sophisticated fundraising programs run aground on their inability to create and implement systems for asking their donors to consider giving bigger gifts. A development director or executive director can work with the top tier of major donors, while a program can be set up to work with the long-time smaller donors. But what about all the people in between — those who typically give \$100 to \$2,500? Thousands of dollars are left “on the table” because an organization does not have the people power to ask those donors for more money. This workshop is designed for organizations that have a donor base but don't have a large development staff. It will work best if staff and a board member or fundraising volunteer attend together.

Kim Klein, *consultant, Klein & Roth*

INTRODUCTION: **Kathleen Morgen**, *director of development, Santa Rosa Symphony*

Sponsored by Kate Akos & Harry Jacobs

SCHEDULE OF EVENTS

(continued) FRIDAY, AUGUST 1, 2014

3. Road Trip: Taking the Music Out of the Concert Hall *Santa Rosa/Sonoma*

No question about it – our ensembles sound best in acoustically superior concert halls. But where's the outreach? Balance your offerings between your traditional and non-traditional performance venues to bring music to the widest possible audiences (and help grow your concert hall attendance, too). Our presenters will share their expertise to help you navigate the joys and challenges of producing artistic excellence in banks, fire stations, libraries, ranchos, restaurants, aquariums, lobbies, social halls – and any place a group is likely to gather.

Julie Feves, *bassoonist, Long Beach Symphony*

Peggy Magee, *director of operations, Long Beach Symphony Orchestra*

Lindsay Pearson, *manager of operations, education and community engagement, Long Beach Symphony*



Sponsored by James Drummy

THE CYPRESS STRING QUARTET

LUNCHEON GUEST SPEAKERS

12:00 pm - 2:00 pm *Salon III & IV*

“Call & Response: 15 Years of New Music Commissions”



Cecily Ward, *violin*

Tom Stone, *violin*

Ethan Filner, *viola*

Jennifer Kloetzel, *cello*

INTRODUCTION: **Rachel Fine**, *executive director, Los Angeles Chamber Orchestra*

Sponsored by



\$ Advanced registration required.

SCHEDULE OF EVENTS

FRIDAY, AUGUST 1, 2014 *(continued)*

BREAKOUTS 2:15 pm - 3:30 pm

1. Challenges and Changes in Corporate Philanthropy *Bodega/Cotati*

You know for a fact the old “business as usual” model no longer works. The corporate world has undergone massive changes – changes that strongly affect philanthropic approaches, goals, and procedures. How do arts organizations break through the new paradigm and engage business leadership for support?

Jonathan Weedman, regional vice president, Wells Fargo

Sponsored by Mireya Jones

2. Help! Volunteerism Yesterday, Today, and Tomorrow *Santa Rosa/Sonoma*

The world of volunteerism is ever-changing. The San Francisco Symphony has recently completed a deep-dive study on the shifting priorities and motivations of volunteers and will share important data on the latest culture and trends in volunteerism nationally, with a special focus on the arts. Join us as we discuss ROI, expectations, new sources of volunteers, and more.

Marni Cook, director of special events and volunteer services,
San Francisco Symphony

Katie Nicely, director of community and external relations,
San Francisco Symphony

Sponsored by Oliver Theil

3. Changing Times, Changing Brands *Salon I & II*

In two generations we’ve gone from Western Union and newspaper routes to Twitter and smartphones. If your brand hasn’t kept up with the times, you’re in danger of looking like a Sears catalog from the days of the Wild West. In this session, get a generational overview of what’s happened with consumers, what’s coming next, and how best to adapt your look and sound to fit in with today’s style.

Lora Unger, chief operating officer, Pasadena Symphony and POPS

Lee Wochner, ceo & creative strategist, Counterintuity, LLC

Sponsored by Paul Jan Zdunek

SCHEDULE OF EVENTS

(continued) FRIDAY, AUGUST 1, 2014

BREAKOUTS

3:45 pm - 5:00 pm

1. Join the Party! Social Media for Orchestras

Santa Rosa/Sonoma

You tweet, post, like and share. You've successfully linked in, pinned it, and managed your circles. You even know the difference between a sharp and a hashtag! Social media — it's as relevant and useful for an orchestra as for a restaurant. You're doing it, but is it effective? In this session, we'll cover setting social media objectives and evaluating different tactics and channels to help you maximize return on investment of time and resources. Our examination of trends and best practices will give you ideas for what's coming down the pike and how your orchestra can be ready to take advantage of where 'social' is going.

Nancy Roberts, principal, *Sustainable Communication Strategies*

Sponsored by Bruce Kiesling

2. Non-Profit 911 *Bodega/Cotati*

From founderitis to malignant board members to strategic streptococcus, this clinic will explore the common legal and business ailments of tax-exempt non-profits and help you identify, cure, and prevent them. Topics will include healthy non-profit/for-profit partnerships, the truth about unrelated business income, the warning signs of a diseased board, the risks of fair use and copyright, avoiding conflicts of interest, prescriptions for better management, avoiding liability exposures, and how to think outside of the box without euthanizing your 501(c)(3) status.

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

Sponsored by Alan Seidenfeld

3. The Office: Sitcom or Sensational? *Salon I & II*

Is your office harmonious, hard-working, efficient, cohesive, top-notch, enthusiastic, and always ready for new situations and challenges? If your answer is "no," you need to examine how your orchestra finds its staff and develops talent. What are the paths to arts administration in your organization, the opportunities for mobility and advancement? Dead ends create demoralized, disinterested employees. Our trio of experts will discuss the nuts and bolts of creating a dynamic office team of seasoned professionals, mixed with up-and-coming hires, interns, and understudies, with a special focus on how you groom for advancement.

Chris McCrum, consultant; former hr director, *Barclays Global*; former board member, *Philharmonia Baroque Orchestra*

Kelly Ruggirello, executive director, *Long Beach Symphony*

MODERATOR: **Alan Mason**, board member, *Santa Rosa Symphony*; managing director, *BlackRock, Inc.*

Sponsored by Sean Sutton

SCHEDULE OF EVENTS

FRIDAY, AUGUST 1, 2014 *(continued)*

OVERTURE PARTY AT DEERFIELD RANCH WINERY

We heard winemaker Robert Rex talk about balance in his wine at our first Plenary Session. Now we get to see – and taste! – his principles in action. Buses will take delegates to Deerfield Ranch Winery for the Overture Party, an evening of food, wine, and live music. Musicians from the Santa Rosa Symphony will be wandering the grounds, serenading attendees as they go. Come join the fun and mingle with colleagues new and old!

5:45 pm

Buses depart for Deerfield Ranch Winery

6:15 pm

Enjoy the wine caves and wandering musicians of the Santa Rosa Symphony, Deerfield wines, and delicious appetizers enough to be your dinner.

8:30 pm

Buses return to hotel



Hosted by Santa Rosa Symphony



\$ Advanced registration required.

PRESIDENT'S RECEPTION FOR ACSO INDIVIDUAL MEMBERS

Hotel Lobby Bar

9:00 pm

We take this opportunity to thank ACSO Individual Members at an informal gathering.

Upon returning to the hotel from Deerfield Ranch Winery, finish off the evening with more socializing, drinks, and dessert. Become an Individual Member today to attend this special event!



Sponsored by Kelly Ruggirello

\$ Advanced registration required.

SCHEDULE OF EVENTS

SATURDAY, AUGUST 2, 2014

Ask The Experts Throughout The Day.
Free 30-minute consultations. Sign up in the Resource Room (Vineyard).

YOGA CLASS (free)

7:00 am - 7:30 am Salon I

Sponsored by Dean McVay

REGISTRATION & RESOURCE ROOM OPEN

8:00 am - 4:00 pm Vineyard

POWER SEMINAR FOR LEADERSHIP

8:00 am - 12:00 pm Chardonnay



"Am I Losing My Mind?!" – Mindfulness for Effective Action and Enhanced Results



The life of the Leader is a constant balancing act, full of critical decisions and decisive actions that bring about (hopefully) effective results. However, do we really understand the genesis of actions and the results they bring? Moreover, how do we get effective results in an age of incessant distraction and disruption? Can we train our minds to be more effective? This interactive seminar will unleash a powerful

tool that enables you to see your actions more clearly, allowing you to create a new world of possibilities. Immediately put to use these practical methods that will help positively transform your lives and your organizations. Never again ask yourself, "Am I losing my mind?!"

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

INTRODUCTION: Sean Sutton, executive vice president & coo, Pacific Symphony

Sponsored by NancyBell Coe

\$ Advanced registration required.

BREAKOUTS

8:30 am - 10:00 am

1. Summer Session: The Year-Round Youth Orchestra Bodega/Cotati

Summer is no longer a time to close up shop for youth orchestras. More and more programs are adding summer sessions to complement their school-year traditional offerings. What do these programs look like and how do they complement existing programming? Two organizations from different parts of the state share their processes for identifying a need for summer programs, implementing them, and recruiting for them.

Ben Taylor, director of education, Santa Rosa Symphony

Sidney Yin, artistic administrator, San Diego Youth Symphony

MODERATOR: Bruce Kiesling, music director, Tulare County Symphony

SATURDAY, AUGUST 2, 2014 *(continued)*

2. Special Event Fundraising *Santa Rosa/Sonoma*

Sometimes patrons just want to have fun – especially when they're donating money! It seems, however, that long ago the scales tipped heavily to the side of the tried and true fundraising methodologies in all corners of the non-profit universe. Fortunately, some of our California orchestras' creative minds have tossed aside the all-too-familiar charity events in favor of surprising and successful alternatives. If you're looking for inspiration; a fresh, new approach; or just want a little push in another direction, come join the fun!

Jennifer Girvin, *event chair, Redwood Empire Food Bank*

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

Judy Proud, *board member, Monterey Symphony*

Irene Sohm, *board member, Santa Rosa Symphony*

MODERATOR: Marilyn Chiotti, *president, Santa Rosa Symphony League*

BREAKOUTS

Sponsored by Mary Schnepf

10:15 am - 12:00 pm

1. New Music Balance: Commissioning Policies and Practices *Santa Rosa/Sonoma*

The excitement of a World Premiere is palpable, and adding quality new works to the repertoire is laudable. But what all do we need to consider when programming – and commissioning – new music? Join our experts for a wide-ranging discussion on high art versus commercialism, commission expectations, and our audiences' experiences. Hear what these professionals have to say about crafting a balanced approach to performing new music.

Nolan Gasser, *composer*

Garrett Shatzer, *composer; executive assistant, ACSO*

Alan Silow, *executive director, Santa Rosa Symphony*

Nan Washburn, *music director, Michigan Philharmonic*

MODERATOR: Chris Rountree, *artistic director and conductor, wild Up*

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2. Youth Orchestra Alumni: Yesterday's Members = Tomorrow's Resources *Bodega/Cotati*

Youth orchestras nationwide increasingly are looking at their alumni network as an untapped resource for recruiting, PR, marketing, development, and more. Most of us know the whereabouts of our recent grads, and we often invite them back to sit in. What if we look deeper and further back? Where are our alumni from 10 years ago, or 20? How can youth orchestras locate and identify these alumni, and what do we do once we've found them? Stop the guesswork! Our panelists will discuss different strategies for searching for alumni and ways of reaching out to them and activating your network.

Varina Bleil, *executive director, American Youth Symphony*

Makela Clay, *manager, alumni relations, San Francisco Conservatory of Music*

Jason Pyszkowski, *youth orchestra manager, San Francisco Symphony*

MODERATOR: Ron Gallman, *director of education programs & youth orchestra, San Francisco Symphony*

SCHEDULE OF EVENTS

(continued) SATURDAY, AUGUST 2, 2014

JOANNE LIPMAN

LUNCHEON GUEST
SPEAKERS

12:00 pm - 2:00 pm

Salon III & IV

**"Strings Attached –
Why Music is the Key
to Success"**



INTRODUCTION: **Alan Mason**,
board member, Santa Rosa Symphony

Sponsored by Alan Mason

\$ Advanced registration required.

PEER FORUMS REDUX

2:30 pm - 4:00 pm Salon I & II

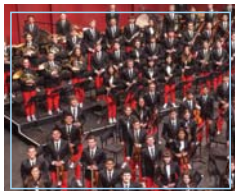
Reconvene with your Peer Groups to digest the Conference and to make plans to keep your new network intact!

Special Table: Singing your Tune amid the Cacophony: Join Classical KUSC's Gail Eichenenthal and Jeffrey Freymann-Weyr of Classical KDFC for a roundtable chat about getting your group's message out there in an increasingly competitive and crowded media environment. Hear about Bay Area Mix, KDFC's new series showcasing regional orchestras and chamber ensembles, which expands to a monthly broadcast beginning later this summer. Coffee and snacks will be served.

NATIONAL YOUTH ORCHESTRA

8:00 pm

David Robertson, conductor
Gil Shaham, violin
Weill Hall at the Green Music Center



NYO
USA

SUNDAY, AUGUST 3, 2014

PIANOSONOMA

3:00 pm - GREEN MUSIC CENTER

On behalf of Yamaha Pianos, pianoSonoma has generously donated a number of complimentary tickets to the pianoSonoma concert at the Green Music Center.

Mendelssohn: Piano Trio No. 1 in D minor

Yevgeny Kutik, violin

Julian Schwarz, cello

David Aladashvili, piano

Thomas Cabaniss: Tiny Bits of Outrageous Love

Michael and Jessica Shinn, piano

Ravel: Tzigane

Charles Yang, violin

Peter Dugan, piano

Paul Frucht: Two Piano (piece premiere)

Michael and Jessica Shinn, piano

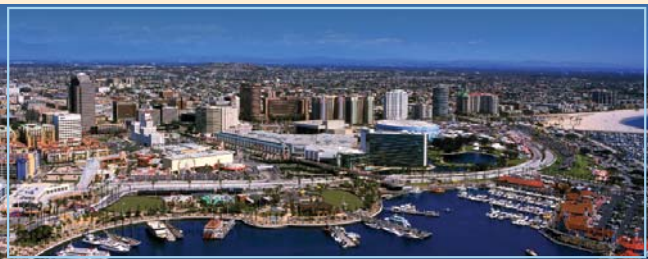


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Nothing goes better with classical music than a glass of fine wine! And who would know what special wines go best with music than ACSO's very own Board? Enter for your chance to win a coveted selection of fine wines, contributed from the private cellars 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 on Saturday, August 2. The winner has the option of taking the wines home or having them shipped (in-state only).*



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.



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.

- **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. (value \$3,500)
- 2 tickets to your choice of a **Carmel Bach Festival** Saturday chamber concert during the 2015 season and two bottles of wine from Debbie Chinn's (executive director of the Festival) cellar. (value \$100)
- A gift basket of Humboldt Made products and 2 tickets to a **Eureka Symphony** 2014-15 concert of your choice. (value \$275)
- Two tickets to San Luis Obispo's **Festival Mozaic** Winter Mezzo concert on Sunday, November 16, 2014, and two bottles of local wine. (value \$100)
- Two complimentary reserved bench seats to a **Hollywood Bowl** concert during the 2014 season (some dates excluded). (value \$100)
- A glorious selection of coffee from **Jones Coffee Roasters** in Pasadena. (value \$100)
- Two tickets to a **Long Beach Symphony** classic concert in 2014-15 at the Terrace Theater. (value \$134)
- Two tickets to a **Long Beach Symphony POPS!** concert in 2014-15 at the Long Beach Arena. (value \$84)
- 2 tickets to a 2014-15 **Los Angeles Chamber Orchestra** concert, 3 notepads, and a CD by Lorraine Hunt Lieberson, mezzo-soprano accompanied by LACO and Jeffrey Kahane, music director. (value \$186)

MUSICAL DRAWING

- 2 A tickets to the **Las Vegas Philharmonic's** MasterWorks I performance on Saturday, September 27, 2014 at Reynolds Hall at The Smith Center for the Performing Arts. (value \$192)
- The **Oakland East Bay Symphony** offers 2 tickets to a concert January 23, February 20, or March 27 at the beautiful Paramount Theatre in Oakland. (value \$50)
- Two B Section Immersion Passes to a concert of your choice at the 69th **Ojai Music Festival**, June 11-14, 2015, Steven Schick, music director. (value \$200)
- A pair of 2015 **Music in the Mountains** SummerFest passes at one of Northern California's most beautiful festivals in the Sierra Foothills. Festival pass is your choice of 4 concerts. (value \$250)
- 2 tickets to a **Pacific Symphony** concert and a one-night stay at the Avenue of the Arts Wyndham Hotel. (value \$300)
- 1 Table of 6 to a 2014 **Pasadena Symphony and POPS** concert of your choice. (value \$432)
- Season tickets for 2 to the **San Bernardino Symphony** 2014-15 season. (value \$440)
- The **San Diego Symphony** offers a pair of tickets to a Jacob's Masterworks concert (based on availability) and dinner for two at Italian Bistro Sole Luna. (value \$300)
- 2 Premium tickets to the **San Francisco Symphony** concert with Cameron Carpenter, September 20, 2014, at 8 PM, new CD release (West Side Story with SF Symphony, Cheyenne Jackson and Alexandra Silber, CD Mahler Symphony No. 9, and DVD Keeping Score, Stravinsky's Rite of Spring). (value \$300)
- 4 lawn seats to the fun **San Luis Obispo Symphony's** Pops by the Sea concert Sunday, August 31, 2014, 2 CDs and a t-shirt. (value \$122)
- 2 tickets to the 2014-15 season of the **Santa Barbara Symphony** (value \$170), and a 2-night stay with breakfast at the Fess Parker's DoubleTree Resort (value \$400)
- A pair of tickets to any **Santa Rosa Symphony** 2014-15 Classical Series concert held in the magnificent Weill Hall at Sonoma State University's Green Music Center. (value \$124)
- 6 passes to the **Charles M. Schulz Museum and Research Center** in Santa Rosa (dedicated to the works of Charles Schulz, creator of the Peanuts comic strip, and Snoopy's home). (value \$60)

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Sean Sutton, *Vice President*
Pacific Symphony

Paul Jan Zdunek, *Vice President*
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2013-2014

ACSO recognizes with warm appreciation our many generous donors. ACSO would not be where it is today if not for the following persons and organizations. Thank you!

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Katherine E. Akos, principal, Katherine Akos Consulting

Michael Costa, executive director, Philharmonia Baroque Orchestra

Personnel Reviews for Music Directors & Executive Directors

Cindi Hubbard, director of executive search and transition services, Center for Volunteer and Nonprofit Leadership

David Styers, director, Consulting Services/Senior Board Governance Consultant, Center for Volunteer and Nonprofit Leadership

Paul Jan Zdunek, ceo, Pasadena Symphony & POPS

Community Engagement

Ron Gallman, director of education programs & youth orchestra

Adrienne Valencia, director of education & community engagement

Create Internal Controls

Dale Marie Golden, vice president, Torrey Pines Bank

Maya Rath, general manager

Donna Williams, board member, Oakland East Bay Symphony and Philharmonia Baroque Orchestra

We do. Community is at the heart of what we do. Every day we strive to provide thoughtful solutions for our customers and to help our community prosper. What can we do for you?

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jsaslow@fivestarb.com



MOST VALUABLE PLAYERS

It is our pleasure to honor these amazing volunteers at this year's Annual Conference.



MICHELLE BOWMAN,
BOARD MEMBER
Conejo Valley Youth Orchestra

Michelle has served the Conejo Valley Youth Orchestra for the past 13 years as a Board member (secretary, vice president and president). She has volunteered her time and talents to CVYO and has created many new programs that have contributed to the sustainability of the orchestra. She led the organization through its 50th Anniversary and has worked hard to ensure its future. Michelle works tirelessly for CVYO while maintaining a full-time job to support her family. She values her volunteers and fellow Board members and is sure to let them know it. She is positive, thoughtful and hard working. CVYO would not be where it is without the efforts of Michelle Bowman!



OWEN BROWN, PAST PRESIDENT
Santa Cruz County Symphony

Owen has served on the Symphony's Board since 2005 and as its Board president for 5 years, with his 6th year as "acting president" this past season due to last summer's tragic loss of our president-elect. Owen's professional background in industry – together with his late-in-life discovery of our symphony orchestra – made him the right person at the right time to steadily and prudently lead our organization through the challenging economic recession; both the executive and music director searches; and our organization's transition via our new maestro's vision and current strategic planning process. He has also shown incredible generosity as a symphony contributor. We recognize Owen's incredible Board leadership and nominate him as the Santa Cruz Symphony's 2014 MVP!



TERRY BROWN, BOARD MEMBER
Music in the Mountains

Terry is currently the treasurer of the Board he has served on since 2006, but he has served in so many other capacities! He has been the volunteer production manager, orchestra personnel manager, chairman of BrewFest, the largest fundraiser, and forklift driver! He was the executive director from 1981 to 1999 (the volunteer exec. director for 1981-92). MITM simply wouldn't exist without everything Terry has done, and continues to do. That he does it with such grace and humor is an example to us all.



PAM CAHILL, PRESIDENT
Eureka Symphony

Pam began many of the signature programs of the orchestra, including an annual fundraising gala and a “Schools to Symphony” education program. She was in her second term as president when the orchestra received the news that its home venue, the Arkley Center for the Performing Arts, was closing and would not be available for the 13-14 Season. Brochures had already been printed (and had to be reprinted if an alternate venue could be found), orchestra members and guest artists had already been contracted. Pam rolled up her sleeves and led efforts to get a new venue, working with Humboldt State University and a local church to find dates. Within a few weeks a new plan was in place. As a result, in March 2014 they hired their first executive director, began restructuring operations and successfully persuaded the Arkley to be available for the 14-15 Season. The sudden crisis provoked difficult discussions, but Pam’s positive energy and tireless work kept board and volunteers on track and motivated to move forward, with excellent music at the top of its priority list.



**MICHAEL HONS, VOLUNTEER
ASSISTANT STAGE MANAGER**
Vallejo Symphony

Since retiring from the Valero Refinery, Mike has volunteered for the Vallejo Symphony for more than five years. He’s the one who gets the rental van, gets the equipment from the storage area, and ensures that everything is at the venue on time for rehearsals. Mike can be seen moving efficiently between stands, connecting stand lights and catering to the whims of the musicians – all with a nice smile. For our last concert of the Brahms’ Requiem, Mike brought his handyman to help with the heavy lifting of the choral risers. Last March the Vallejo Symphony moved its office to a new location. On moving day, there was Mike and his handyman again doing the heavy lifting. Then a few days later, they returned to the new location to move items to the attic. The Vallejo Symphony is so fortunate to have Mike as a friend who is willing to get in there and get his hands dirty. With his quiet manner, Mike gets the job done!

MOST VALUABLE PLAYERS



JULIANA MCRAE,
GUILD PRESIDENT
Las Vegas Philharmonic

As the Las Vegas Philharmonic Guild's current president, Juliana has held every executive position since its inception in 2003. In July she will assume the presidency again. With 32 years as a music educator (16 seasons with the Connecticut Opera Chorus, 10 years a mentor to student teachers, and 4 years as an All-State Music adjudicator), her passion for music and music education runs deep. Juliana is an outstanding steward for the Las Vegas Philharmonic Guild and a goodwill ambassador for the Las Vegas Philharmonic.



ROY PAYMENT, VOLUNTEER
Santa Rosa Symphony

Roy serves as one of our guest artist liaisons, making trips to and from the Bay Area airports to pick up performers and conductors. Roy has coordinated volunteers to stuff inserts into programs; distributed marketing materials for Symphony Month; served as a bus monitor for our Sunday afternoon charter service; and has picked up and delivered many a case of donated wine and champagne. For our final three years performing at the Wells Fargo Center, he was one of three front-of-house managers in that venue. Roy seems to always say yes!



KATHRYN WHITEHOUSE,
VOLUNTEER
Youth Orchestras of Fresno

Among the many, many wonderful services Board member Kathryn Whitehouse has rendered our organization, the most impressive has been her handling of our Painted Violin fundraiser. She has taken ownership of this project, building it into a much larger and more ambitious undertaking than our original, rather casual raffle. This year she spent months collecting donations of wine and wine-tasting experiences from all over California—all to be added to the auction/dinner event that she built around our Painted Violin Project. She handled all the Painted Violin artists, arranged three months' worth of gallery tours for the violins, set up innumerable ArtHop showings (with wine and cheese), interfaced with artists and gallery owners throughout the Valley...just made it all happen.

Dear Friends,

How are our California orchestras doing?

As we reach mid-point in another calendar year, initiate a new fiscal year, and both enjoy sizzling summer concert series and anticipate scintillating new fall seasons during the coming months, it is time to check our vitals. You want to know, and so do we!



With approximately 120 organizational members, 111 of which are orchestras, ACSO would seem to have the best overview. Our coverage is statewide; however, we rely on you to share information. Consequently, we recently sent out a Quick Survey asking for reports of any milestones you've had this year, and I heard from 50% of you. Of course, no one sent me reports of their failures — yet who doesn't have those from time to time? Nevertheless, your successes are truly wonderful. I'm not sure that ending the fiscal year in the black qualifies as a milestone for most organizations, but it sure is if you almost went out of business (the year before). There were significant anniversaries, new music directors, and new executive directors, too. It was — in a nutshell — a year that witnessed many musical moments worth remembering, numerous “musical chairs” among our personnel, and the hard work and dedication of a surprisingly abundant corps of steadfast and skilled devotees to the symphonic arts.

Overall, I pronounce you healthy, balanced, and highly skilled at enthusiastically presenting live music throughout our | communities. It has been a very good year for many within our ranks. Our hopes and prayers go out to our orchestras who are not doing as well or have serious concerns. We have a pretty good team of “doctors” ready and willing to consult with you on your health issues — DO YOU KNOW how to take advantage of all that ACSO has to offer?

This year ACSO:

- Facilitated 6 webinars;
- Sent 20 informational semiquavers;
- Mailed 12,000 newsletters;
- Networked widely via Facebook and Twitter;
- Posted over 100 job openings at your organizations;
- Visited with our legislators;
- Responded to countless action alerts from both the Californians for the Arts and the Americans for the Arts and pushed them out to you, resulting in great success for the CAC and ultimately US;
- And, this month we welcome over 300 participants to this, our 46th Annual Conference.

We do all of this with just 20 outstanding board members and two staff! If you are not actively engaged in a working partnership with ACSO, you are missing out on a uniquely targeted and timely resource. We're here to help you. Tell us what you need!

I've always viewed my job in two ways — pushing and pulling: pushing the information out to you all, and pulling you into the family to make us collectively stronger. In that light, it's time to acknowledge the “elephant in the room” as we gather for ACSO's Annual Conference — namely, the debate at the recent Americans for the Arts 2014 convention in Nashville (June 13-15) on whether we should allow failing arts organizations to die. The topic is painful to consider, yet compelling and hopeful as well. If you haven't yet heard about the debate or read the prescient commentary by Devon Smith on medium.com (<https://medium.com/@devonvsmith/we-should-allow-failing-arts-organizations-to-die-20c05e78afb9>), I urge you to get up to speed on the issues, deliberate, discuss, and formulate your own opinions.

Is this a call to action? We can't let the practices of the 20th century define how we do business in the 21st century. Are we relevant and taking the steps to ensure that we remain so? ACSO is here to help you succeed. The collaboration starts the minute you register for Conference, pick up a phone, send an email — begin the dialogue.

I look forward to joining forces with each and every one of you!

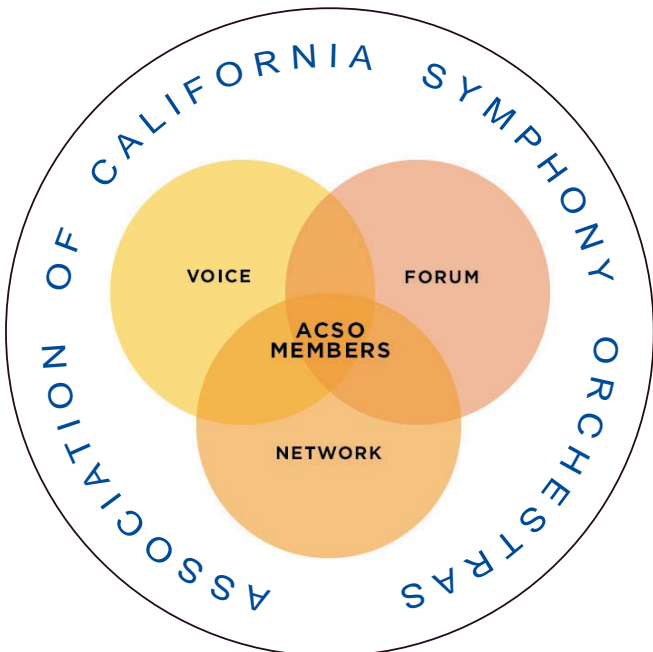
Best,



Kris Sinclair, *executive director, ACSO*

2014-2015 ACSO NEXT SEASON

- “Ask an Expert” Webinars
October-April 2014-15
- Mid-Winter Managers’ Meeting
January 2015
- Youth Orchestra Confab
March 2015
- Peer-to-Peer All Year
- 47th Annual Conference
August 6-8, 2015
- Free 1-day consultations for
your organization



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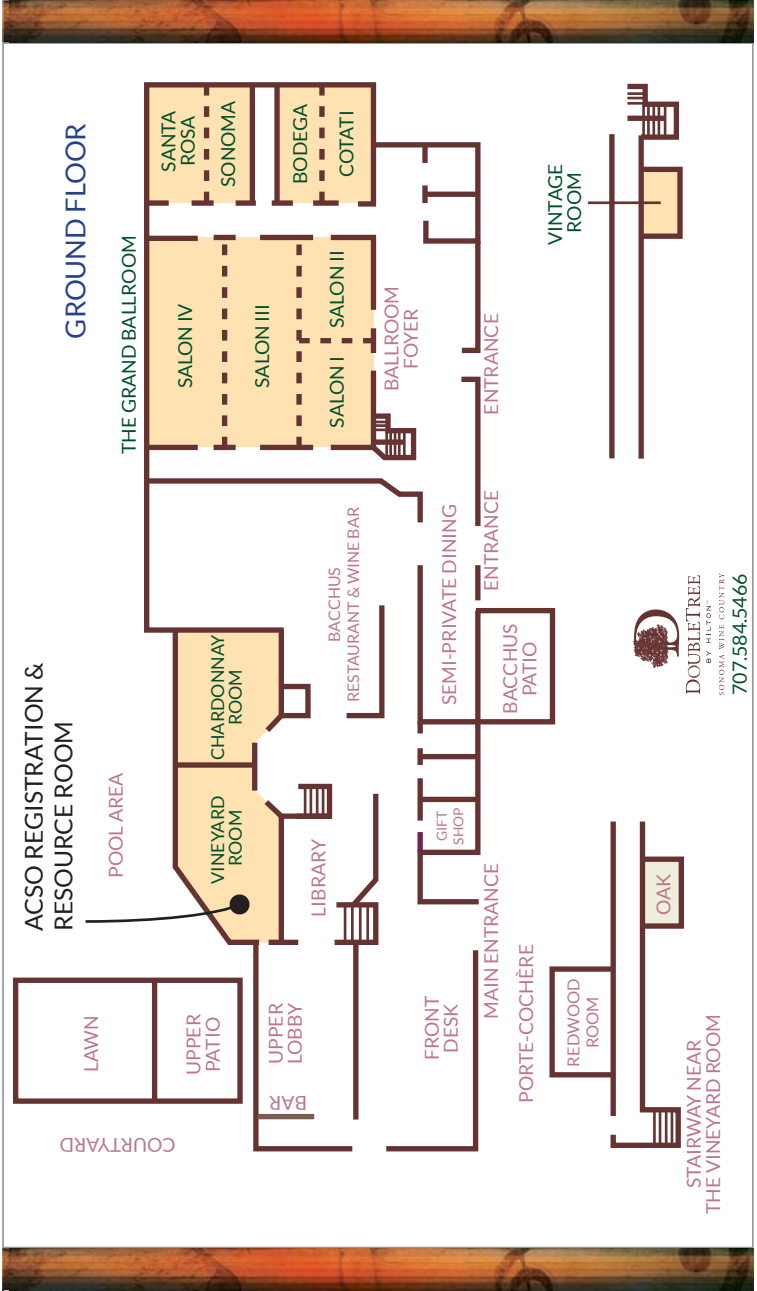
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