

Are We
Listening
?

Louis

26TH Annual Conference
Association of
California Symphony Orchestras

Hosted by
The San Jose Symphony
Fairmont Hotel
August 18-20, 1994

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Douglas Nagel, baritone

Are We Listening...to Boards, Volunteers, Orchestra Musicians, Audiences, Donors, to One Another?

Being involved with symphony orchestras pre-supposes that we know how to listen and, in fact, that we probably listen better than most. But is that true?

Do we listen to our audiences, or do we assume we know what's best for them? Do we listen to our donors and do we really know why they give to our orchestras? Do we listen to our musicians and understand their needs?

Throughout the three-day conference, we'll hear from experts in the fields of education, research, business and the arts, who are making a difference in their communities. We hope to see you in San Jose where we will all brush up on our listening skills.

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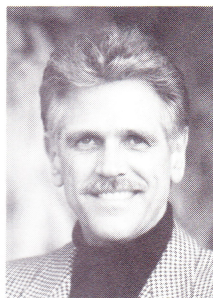
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Welcome Delegates

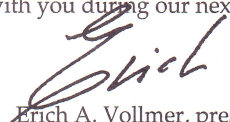


The Board of Directors and I warmly welcome you to ACSO's "summer camp," the 1994 and 26th Annual Conference. For the next three days we invite you to renew acquaintances, catch up with old friends and make new ones, and partake in a veritable feast of workshops, seminars, panel discussions, and provocative musical and social occasions.

Our sincere thanks go to Shirley Lewis and the board, volunteers and staff of the San Jose Symphony for opening the doors of this fine city and providing many of the resources that make this event possible. Our gratitude also goes to our generous underwriters and Conference participants.

No small resource is ACSO's Board of Directors - 23 talented and committed men and women with whom it has been my good fortune to work this past year. Their help has been invaluable in planning ACSO's annual programs.


And to you, the members of ACSO, we are grateful for your continued interest in your own organizations and in ACSO. I look forward to speaking with you during our next few days together.


Erich A. Vollmer, president
ACSO

Welcome to San Jose! The board, staff and volunteers of the San Jose Symphony Association are honored and pleased to welcome you to ACSO's 26th Annual Conference. From the McEnergy Convention Center to the new Arena (home of the Sharks), our city has certainly changed since the last time an ACSO Conference was here in 1983. Downtown San Jose is home to the South Bay's finest restaurants, hotels and, of course, performing and visual arts which we know you will appreciate.



Enjoy your stay at the beautiful Fairmont Hotel and your visit to San Jose.


Shirley Lewis, president
San Jose Symphony



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Congratulates

Jeffrey Kahane

on his appointment as

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of the

Santa Rosa Symphony

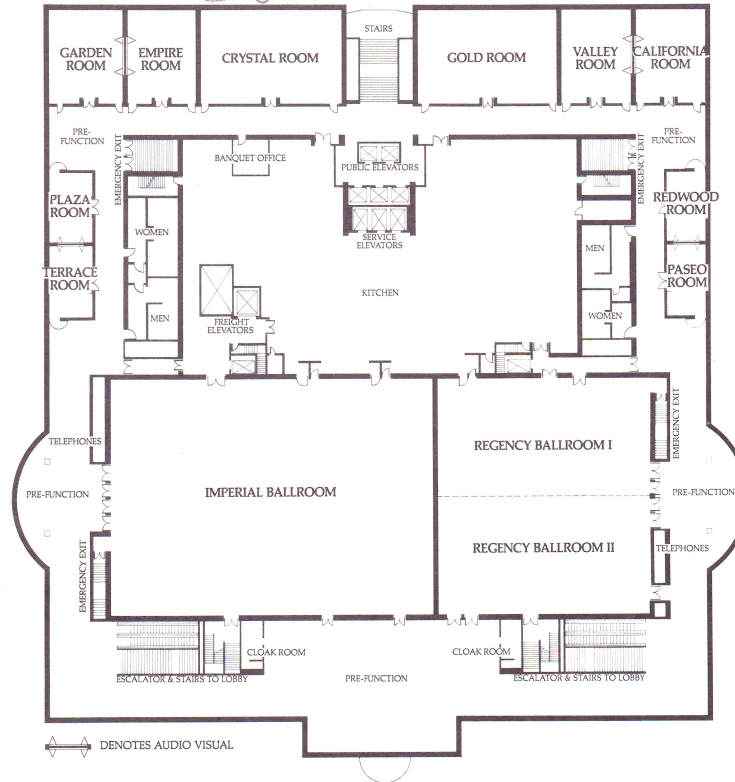
We need
12.13 - 1.30
lunch
20 mins
talk + 8³⁰
(30 mins)



2 sessions
concurrent
8 day

HOTEL
San Jose

2 free hours for
lunch 9:10.30 €
2 @ 3.30 30
Break 4 @ 5.30
11:12.30
1 - 2 pm
BALLROOM LEVEL *ave.*



ALL LUNCHEES WILL BE IN THE
CLUB REGENT ON THE LOBBY LEVEL.



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Many thanks to the members of the ACSO Conference Committee, the ACSO board of directors and the staff and volunteers of the San Jose Symphony for their time and commitment to this Conference.

Conference Registration and Tickets

Ballroom Level, California Foyer

Hours:	Thursday, August 18	7:30 am - 5:00 pm
	Friday, August 19	7:30 am - 5:00 pm
	Saturday, August 20	7:30 am - 12:00 pm

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

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**Please join or renew your membership at
Conference to get the 93/94 rate of \$40.
Individual membership will
go to \$45 next year.**

Membership in ACSO is one year from
October 1 to September 30.

Thursday, August 18

7:30 am-
5:00 pm
California Foyer

Conference Registration

8:30 am-
11:00 am

Concurrent Sessions

Imperial Ballroom 1. Peer Forums

Tune up your listening skills at informal discussion groups for staff and volunteers of like-sized orchestras.

Coordinator: *Joseph Truskot, executive director, Monterey County Symphony*

Table 1 **Managers/Orchestras with budgets to \$100,000**
Kathie Svoboda, president, Redding Symphony

Table 2 **Managers/Orchestras with budgets of \$100,000 - \$400,000**
Tim Zerlang, executive director, Fremont Symphony

Table 3 **Managers/Orchestras with budgets of \$400,000 - \$1,000,000**
Karine Beesley, executive director, Ventura County Symphony

Table 4 **Managers/Orchestras with budgets over \$1,000,000**
Shirley Lewis, president, San Jose Symphony

Table 5 **Conductors**
Clark Suttle, music director, Monterey County Symphony

Table 6 **Managers/Trustees of Colleges & University Orchestras**

Table 7 **Managers/Trustees of Youth Orchestras**
Sara Salsbury, business manager, El Camino Youth Orchestra

Table 8 **Managers/Music Festivals**
Tom Fredericks, executive director, Cabrillo Music Festival

Table 9 **Development Directors**
Terry Abrams, development director, Santa Rosa Symphony

Table 10 **Marketing Directors**
Patty Gessner, director of marketing, San Francisco Symphony

Table 11 **Operations/Assistant Managers**
Tim Beswick, director of operations, San Jose Symphony

Thursday, August 18

- Table 12 *4* **Finance Directors**
Larry Hudspeth, finance director, Long Beach Symphony
- Table 13 **Education Directors**
Michael Pastreich, concerts manager, San Jose Symphony
- Table 14 *X* **Personnel Managers/Musicians**
Phil Richardson, personnel manager, Monterey County Symphony
- Table 15 *6* **Librarians**
Deanna Hull, orchestra librarian, San Jose Symphony
- Club Regent (Lobby Level) **2. Volunteer Showcase**
 A great session to attend for new and different money-makers for your organization!
- Coordinator:** *Judith Jelinek, past president, Orange County Philharmonic Society Committees*
- Table 1 *X* **Bach and Bowl**
Cricket Handler, executive director, San Luis Obispo County Symphony
- Table 2 *5* **Suite Seconds**
Phyllis Apfel, president-elect, Santa Rosa Symphony
- Table 3 *4* **Design House**
Connie Lonich, San Jose Symphony Auxiliary
- Table 4 *B* **Have Bass, Will Travel**
David Young, musician, Long Beach Symphony
- Table 5 *9 2* **Symphony of Jewels**
Sharlene Strawbridge, assistant director of development, Pacific Symphony Orchestra
- Table 6 *X* **Rubber Duck Race**
Cassandra Petrovich, former operations manager, Ventura County Symphony
- Table 7 **Crescendo Auction**
Dr. Frances Grover, auction chair, Long Beach Symphony
- Table 8 **St. Margaret's Birthday Party**
Lesley Boyer, party chair, St. Margaret's School
- Table 9 **M-O-M: Music on the Move**
Kelly Ruggirello, director of education, Pacific Symphony Orchestra
- Table 10 *6* **Business Partnership**
Kim Miller, special events, Macy's

Thursday, August 18

11:15 am-12:30 pm

Concurrent Sessions

Gold Room *608* **1. Perfect Pitches: How to Maximize Your Media Potential**
 Avoid wasting your time – and the media's. Learn how to promote and publicize your orchestra in your community by learning more about what the media wants and needs to do its job.

Host: *Patty Gessner, director of marketing, San Francisco Symphony*
Speaker: *David Landis, Landis Communications*

Crystal Room *32* **2. Can We Talk? Learn How to Avoid Fiscal Surprises**
 Volunteer treasurers and staff will learn practical ideas for establishing and maintaining fiscal controls; questions to ask to find out if those controls are really in place and working; and what to do if there is a problem and nobody wants to listen to you.

Moderator: *Larry Hudspeth, finance director, Long Beach Symphony*
Speakers: *Lisa Nicolini, Deloitte & Touche; immediate past president, Oakland Ballet; Judith Rothman, director, Coopers & Lybrand; Bruce Thibodeau, director of administration and finance, Los Angeles Chamber Orchestra*

12:30 pm-2:15 pm
 Club Regent (Lobby Level)

OPENING LUNCHEON

Welcome: *Erich A. Vollmer, president, ACSO*
Introduction: *Charles Hart, chairman-elect, San Jose Symphony*



Who Does The Music Director Listen To?

Keynote Speaker: *Leonid Grin, music director, San Jose Symphony*

The Opening Luncheon is sponsored by Columbia Artists Management, Inc.

Thursday, August 18

2:30 pm-
4:30 pm
Crystal Room

General Session Listening: A Tool for Learning



We all know that music enhances and improves cognitive skills (and that a few minutes of Mozart raises one's I.Q.), but do we understand how and why this works or its relevance to today's education? We will after this session!

Speakers: *Dr. Gordon Shaw and Dr. Frances Rauscher*
Center for the Neurobiology of Learning and Memory,
U.C. Irvine

Introduction: *Louis G. Spisto, executive director,*
Pacific Symphony Orchestra

4:45 pm-
5:45 pm
Gold Room

ACSO Annual Meeting Special Guest: *Barbara Pieper, director,* California Arts Council

WELCOME RECEPTION IN THREE MOVEMENTS

Meet at First Street entrance (Lobby Level) for
walk to Palermo's Ristorante

- 6:30 pm • Dinner at Palermo's Ristorante
394 S. Second Street
- 8:15 pm • Recital, featuring San Jose Symphony
musicians, Fairmont's Club Regent
(Lobby Level)
- 9:00 pm • Dessert reception, San Jose Museum of Art
"American Art 1900-1940: A History
Reconstructed: Works from the Collection of
the Whitney Museum of American Art"
110 S. Market Street

Friday, August 19

8:00 am-
5:00 pm
California Foyer

Conference Registration

8:30 am-
12:30 pm
Gold Room

SPECIAL SEMINAR The Leadership Challenge: How to Get Extraordinary Things Done in Organizations



Jim Kouzes is president of TPG/Learning Systems, a company in the Tom Peters Group, and the co-author of two highly acclaimed books on leadership – *The Leadership Challenge: How to Get Extraordinary Things Done in Organizations*, and *Credibility: How Leaders Gain and Lose It, Why People Demand It*.

Leadership is not the private preserve of a few charismatic men and women. It is a learnable set of practices virtually anyone can master. In this seminar, through a variety of learning experiences – including lecture, video cases, and group discussions – you learn the six practices of exemplary leaders. You will strengthen your self-confidence and ability to lead others in challenging situations.

Introduction: *Shirley Lewis, president, San Jose Symphony*

8:45 am-
10:30 am
Club Regent
(Lobby Level)

5th Annual Innovative Case Studies

Change round tables for two topic selections
of your choice.

Coordinator: *Amy Carson-Dwyer, artist representative,*
Colbert Artists Management

Table 1 **Education Programs for 3 to 5 Year-Olds**
Leslie Stewart, music director,
Marin Symphony Youth Orchestra

Table 2 **What Should a Music Competition Be?**
Mitchell Sardou Klein, music director,
Peninsula Symphony North

Table 3 **Meet the Composer's New Residency Programs**
Richard Evans, executive director,
The Icarus Partnership

Table 4 **Artists' Contracts**
John Gingrich, president,
John Gingrich Management

Table 5 **How to Create a Pool of Volunteers**
Kelly Kornder, development associate,
San Jose Symphony

Table 6 **A Casual Concert: Jeans and Beer**
Lynn Osmond, executive director,
Sacramento Symphony

Table 7 **The Basics of Government and Foundation Grant Writing**
Amy Carson-Dwyer, artist representative, Colbert Artists Management

Table 8 **The Care and Feeding of Guest Artists**
Dean Corey, executive director, Orange County Philharmonic Society

10:45 am-
12:15 pm
Garden Room

Concurrent Sessions

1. **Listen to Your Community to Stabilize Your Orchestra**
 What are California citizens doing to help stabilize arts organizations for the future? Will it work in your community? Find out the latest in programs already started in Fresno and Santa Clara County, and a new program in Sacramento.

Host: *Lynn Osmond, executive director, Sacramento Symphony*
Speakers: *Barbara Beerstein, consulting director, SiliconValley Arts Fund*
Max Besler, partner, Townsend Hermocillo Raimundo & Usher

Crystal Room 2. **Can Your Pops Series Make Money?**
 Options to consider when programming Pops; artists who won't Pop your budget; thematic programming; advantages and disadvantages in booking a packaged show; and cost effective measures to keep your production budget under control.

Moderator: *Tim Beswick, orchestra manager, San Jose Symphony*
Speakers: *Fred Karlin, film composer, author, teacher, USC and UC Santa Barbara*
James T. Medvitz, director of operations, Pacific Symphony Orchestra

Bob Young

12:30 pm-
2:00 pm
Club Regent (Lobby Level)

LUNCHEON



Keynote Speaker: *Susan Clampitt, deputy chairman for programs, National Endowment for the Arts*

Introduction: *Erich A. Vollmer, president, ACSO*

Ms. Clampitt served as curator at the Montclair Art Museum in New Jersey and as associate director of public information at New York City's Museum of Modern Art. She founded and directed the graduate program in museum education at Bank Street College of Education, one of the country's preeminent programs for training museum professionals. She was named deputy chairman for programs in 1993.

Luncheon is sponsored by Joanne Rile Artists Management, Inc. and Shaw Concerts, Inc.

2:15 pm-
3:45 pm

Concurrent Sessions

Crystal Room 1. **Meet the Funders**
 Building relationships is the cornerstone of successful fund raising. But, how are such relationships initiated and maintained? Orchestra grantors talk about their needs and expectations when it comes to funding.

Moderator: *Mary Lonich, development director, San Jose Symphony*
Speakers: *James Compton, president, Compton Foundation*
Peter Hero, executive director, Community Foundation of Santa Clara County
Bruce A. Hirsch, executive director, The Clarence E. Heller Foundation

Gold Room 2. **Who's on Board?**
 When we organize our leading volunteers to implement important decision-making tasks, we often end up with poorly focused, inflexible board structures. Do we have endless standing committees to serve, but few coherent results? Are we making it hard to hear each other? A discussion of planning for board development, based on practical task management.

Host: *Karine Beesley, executive director, Ventura County Symphony*
Speaker: *Richard Evans, executive director, The Icarus Partnership*

Friday, August 19

Garden Room 3. Great Conductors on Film
A collection of 135 conductors on film - from Nikisch in 1913, to Alfred Hertz, Pierre Monteux, Arnold Schoenberg, Strauss and more. Discussion will focus on rehearsal techniques especially, and include such rarities as rehearsal film of Mravinsky in Beethoven's *Fourth Symphony*.

Host: *Mark Jordan, concertmaster, Modesto Symphony*
Speaker: *Dr. Charles Barber, conductor*

4:00 pm-5:30 pm
Concurrent Sessions

Garden Room 1. Conductors' Forum
Two new-to-California conductors speak out on innovative ideas they are bringing to their communities.

Host: *Mitchell Sardou Klein, music director, Peninsula Symphony North*
Speakers: *Leonid Grin, music director, San Jose Symphony*
Raymond Harvey, music director, Fresno Philharmonic

Crystal Room 2. Musicians and Management: Listening to Each Other
There is a better way! A practical demonstration of interest-based bargaining techniques show you that collective bargaining does not need to be adversarial. Learn how to expand the pie rather than fighting over a small one.

Host: *Shirley Lewis, president, San Jose Symphony*
Speakers: *Nona Tobin, director of human resources, City of San Jose*
Warren Bartold, assistant principal trumpet; negotiating committee, San Jose Symphony

Friday, August 19

Gold Room 3. Volunteers Mean Business: In Dollars and Sense!
A free-wheeling question and answer session designed to address your concerns about fund raising, education projects, dwindling membership, and relations with staff and orchestra boards.

Moderator: *Diane Lent, president-elect, Modesto Symphony*
Speakers: *Debbie Chinn, director, San Francisco Volunteer Council*
Kenni Friedman, board member, Modesto Symphony
Connie Pirtle, director of volunteer services, American Symphony Orchestra League
Krista Whipple, music education co-chair, Santa Rosa Symphony

6:30 pm-7:30 pm

President's Reception for ACSO Donors

Garden Room
Vmajor

8:00 pm

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Saturday, August 20

8:00 am-
12:00 pm

Conference Registration

9:00 am-
10:30 am

Concurrent Sessions

Valley Room 1.

Repertoire: Best-Bet Picks for 94-95!

Listen to an eclectic mix of new and neglected, foreign and domestic, and exotic and homegrown repertoire accessible to all levels of orchestras – an accompaniment to an ongoing exhibit in the Resource Room.

Speaker:

*Steven Hartke, composer; associate professor,
School of Music, University of Southern California*

Gold Room 2.

Utilizing Your Volunteer Resources

How can you work effectively with a new volunteer president every year? How can volunteer resources become a valuable asset? How can you provide support to ensure the success of your volunteer resources? Get the right answers at a lively session for managers and volunteers.

Host:

*Polly Fisher, executive director,
Santa Rosa Symphony*

Speaker:

*Connie Pirtle, director of volunteer services,
American Symphony Orchestra League*

Crystal Room 3.

**Driving the Bus from the Rear:
Setting Education Priorities
for Your Orchestra**

Panelists will discuss how their orchestras set priorities in terms of scheduling, funding and programming. When it comes to educational activities, who makes the plan and who implements it?

Moderator:

*James Ruggirello, education director,
Los Angeles Philharmonic*

Speakers:

*Christopher Minnes, development director,
Long Beach Symphony*
*Kelly Ruggirello, director of education and
community programs,
Pacific Symphony Orchestra*
*Leslie Stewart, music director,
Marin Symphony Youth Orchestra*

- Lisa Sleeps tonight Tch,
Saturday, August 20

Feeling - Composer?
Concurrent Sessions

10:45 am-
 12:15 pm

Empire Room 1. Duties of Non-profit Directors

13

A no-nonsense session about the legal responsibilities and risks of being an orchestra trustee.

Speaker: *Mike Morris, past president, Pasadena Symphony*

Gold Room 2. Who Runs the Show?

30+

A panel of artistic personnel and administrators discuss the challenges of juggling audiences' tastes vs. conductors' desires vs. orchestras' needs.

Moderator: *Louis G. Spisto, executive director, Pacific Symphony Orchestra*

Speakers: *Mark Smith, booking representative, Columbia Artists Management, Inc. Clark Suttle, music director, Monterey County Symphony*

Crystal Room 3. Finding New Dollars!

70

By going beyond the traditional methods of arts marketing and fund raising, new revenue sources can be found. We will discuss the latest ways other not-for-profit businesses successfully raise funds, which marketing techniques in the for-profit world can be applied to the arts, and new ways to work with vendors to maximize revenue-generating opportunities.

1-1110


Speaker: *John Zorn, publisher, Arts Reach magazine*

12:30 pm-2:00 pm
Club Regent (Lobby Level)

LUNCHEON

Introduction: *Erich A. Vollmer, president, ACSO*

Guest Artist: *John Bayless*



John Bayless is proclaimed by *The New York Times* as "An evocative pianist with a lovely piano sound and considerable personal pizzazz." His latest recording of "The Puccini Album - Arias for Piano" soared to #1 within five weeks on *Billboard* magazine's classical crossover chart. You will be delighted with his improvisational style and enjoy listening to your requested favorite pop song in the style of Puccini or Mozart.

Saturday, August 20

2:15 pm-
 3:45 pm

Concurrent Sessions

Empire Room 1. Operating on a Shoestring

Designed for the smaller budget orchestra, this session will offer solutions to living with limited resources; discuss marketing, education programs, fund raising, artistic issues; and give you the chance to share any unique solutions you may have for those "budget blues."

Speakers: *Cricket Handler, executive director, San Luis Obispo County Symphony Helen Norton, executive director, Alzheimer's Association Sandy Baer, marketing director, San Luis Obispo County Symphony Robert Bertini, board member, Peninsula Symphony North*

Gold Room 2. The Effective Operations Department: Making Trains Run on Time and within Budget!

Join in an open discussion about coordinating the activities of hundreds of people and managing the hundreds of details that make up orchestra operations. Share your tricks of the trade and pick up new ones - make it all come together at 8:00 pm on concert night.

Host: *Irene Klug Nielsen, executive director, Fresno Philharmonic*
Speakers: *James Reeves, orchestra manager, Sacramento Symphony James T. Medvitz, director of operations, Pacific Symphony Orchestra*

Crystal Room 3. The Changing Educational Landscape

As earth-shaking reforms begin to alter schools and the programs they offer, aftershocks are being felt by performing arts organizations throughout the state. Movers and shakers in arts education show how seismic forces at the national, state, and local levels are changing the relationship between your orchestra and your community. Be prepared!

Host: *Jim Ruggirello, director of education, Los Angeles Philharmonic*
Speaker: *Dr. Bill Erlendson, assistant superintendent, San Jose Unified School District*

4:00 pm-
5:30 pm

Concurrent Sessions

Gold Room

48

1. Guerrilla Marketing: 26 Ideas That Work

26 great marketing ideas to enhance your orchestra's bottom line from clever selling techniques to new program ideas, and ways to save money. A practical session you can't afford to miss.

Speakers: *Patty Gessner, director of marketing, San Francisco Symphony*
Michael Tiknis, executive director, San Diego Symphony

Session sponsored by Stephen Dunn & Associates

Crystal Room

12

2. Keeping in Tune with Major Donors

Major gifts are everyone's responsibility. A panel of experts, including a leading development director and a major donor, share real life experiences in what the roles are of board, staff and donor in securing a major gift and maintaining harmonious orchestra-donor relationships.

Host: *Ted Roberts, executive director, San Francisco Chamber Symphony*

Speakers: *Corty Fengler, director of development, San Francisco Symphony*
Genelle Relfe, board of governors, San Francisco Symphony

7:00 pm

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Diana Kacso, piano

Chin Kim, violin
Mina Miller, piano
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Raffaello Orlando, clarinet
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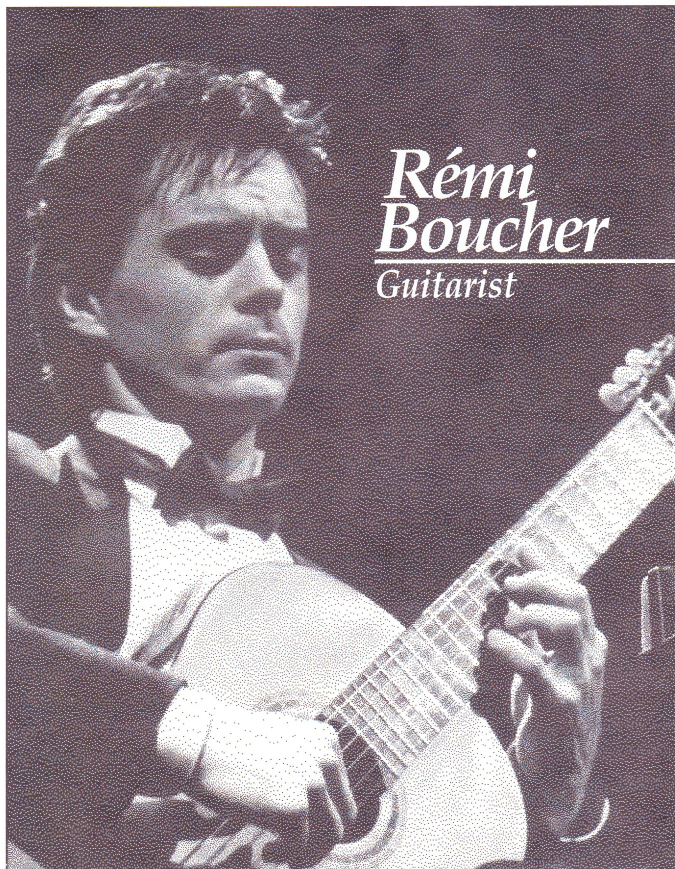
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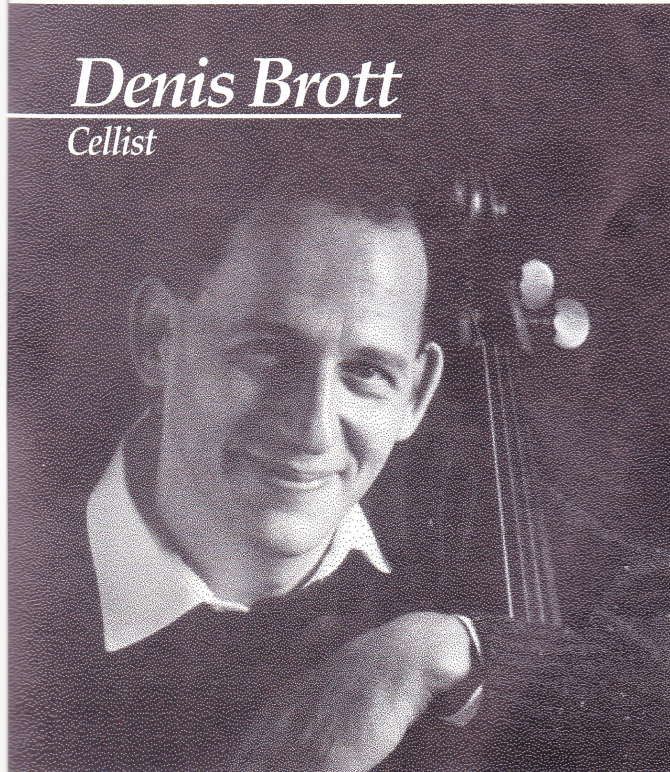
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Ralf Gothóni

piano — 1994 Gilmore Artist



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Mr. Gothóni's recital on Monday evening...was a high point of the festival so far, alongside Peter Serkin's superb recital of the night before. Mr. Gothóni is a splendid pianist. To say that he would do any competition proud hardly begins to cover the ground, for he brings a wisdom of experience to his artistry that few young competitors can ever hope to achieve.

— 4/28/94 *The New York Times*

A Many-Faceted Festival, And a fascinating one, to judge from Mr. Gothóni's account of the Beethoven [*Piano Concerto No. 3*]. Seeming at first in the Largo to separate himself even further from the audience with a slow, deeply introspective reading, Mr. Gothóni in fact drew the listener in deeper with ravishing touch and fine poetic sentiment. The other side of his temperament appeared to be an electric tension and energy wholly apt to the finale's blustery moments.

— 4/25/94 *The New York Times*

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