



Association of California Symphony Orchestras

Master Class
Polishing our Performance

30th Anniversary Conference
Hosted by the San Francisco Symphony

July 30 through August 1, 1998
Miyako Hotel, San Francisco

ACSSO



Conductors

MARCELLO ABBADO,
International Guest Conductor
RUGGERO BARBIERI,
Conductor & Music Director,
Philippine Philharmonic Orchestra
SEÁN DEIBLER,
International Guest Conductor
EARL ROSE, *Conductor for Pops*
GERHARD SAMUEL,
International Guest Conductor
LEANNA STERIOS, *Assistant Conductor,*
Santa Rosa Symphony; Conductor,
Santa Rosa Youth Orchestra
KERRY STRATTON,
Conductor & Music Director,
North York Symphony, Toronto;
International Guest Conductor

Soloists

ALESSANDRA FARRO, *violin*
SÖREN HERMANSSON, *French horn*
ADAM HOLZMAN, *guitar*
PÉTER BOLDOGHY KUMMERT,
double bass
ANTÓNIA PALÁNCZ, *cello*
MARTA SZLUBOWSKA KIRK, *violin*

Singers

Soprano
HELEN AXELSON-RODDY
MARNIE BRECKENRIDGE
PAMELA HICKS
KATERINA MUSETTI
GAYLE ROYKO-HEUSER
GAY ANNA SANTERRE

Mezzo-Soprano
KAREN CARLE
FAY PUTNAM
SHERRI WEILER

Tenor
MICHAEL LICCIARDELLO
RICHARD LISZT
JOSEPH MEYERS

Baritone
HERMANN LE ROUX
GAVIN TAYLOR
BASS-BARITONE
DOUGLAS NAGEL

Singers

Bass
WILLIAM FLECK
ROGER MCCRACKEN

Pianists

MARCELLO ABBADO
THE ANGELO PIANO DUO
MANGOS SISTERS, *piano duo*
DOMENICO PICCICHÈ
ELAINE THORNBURGH, *pianoforte*

Composers

ALVA HENDERSON
MICHAEL KAULKIN
RON MCFARLAND
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CORBETT
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Master Class

Polishing our Performance

For 30 years ACSO has been working with you to make beautiful music. Music is our business, and our mission has remained constant — to help orchestra musicians, managers, staff, and volunteers throughout California achieve their goals and reach even greater heights.

Our Annual Conference epitomizes ACSO's raison d'être, bringing member organizations together to learn from our colleagues, share insights and resources, renew friendships and initiate new associations. We return home invigorated, enthused and better equipped to handle both the mundane and the exotic facets of orchestra life.

Anniversaries are, traditionally, a time for fond reminiscing, a time for renewing our commitment, and a time for sharing past experiences and future dreams. So it is with ACSO's 30th Anniversary Conference.

We return to the basics, a Conference that focuses on the myriad aspects of orchestral life. The purpose of our gatherings has always been education and shared information. This year we rededicate ourselves to enhancing music-making throughout the state by bringing you into contact with the acknowledged master performers in every category of orchestra life. Our "Master Classes" will truly allow you to polish your performances — on the stage, in the boardroom, and in the office.

Whether this is your first-ever ACSO Conference or your 30th, you'll find both information and inspiration from this collegial assembly of California music-makers.

THIRTIETH
ANNIVERSARY

Welcome Delegates



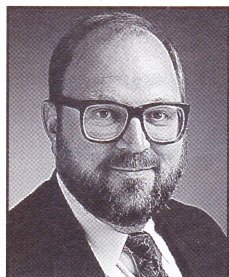
Welcome to San Francisco, and to the 30th Annual Conference of the Association of California Symphony Orchestras. During the three decades in which ACSO has been promoting the cause of orchestras throughout our state, society has changed profoundly. As we stand at the edge of the millennium, all of us are taking stock of the future and of our place in it. There are few better ways to look ahead than by sharing perspectives and

exploring new paths with a group of committed colleagues, all of them passionate about music and music's place in the world.

I'm sure you'll find this Conference enriching. I also hope you'll enjoy your time in San Francisco. On behalf of the San Francisco Symphony's Board, musicians, staff, and volunteers, I want to tell you how happy I am that you'll be spending a few very special days in our very special city.

Nancy H. Bechtle

Nancy H. Bechtle, President
San Francisco Symphony



For thirty years, the Association of California Symphony Orchestras has brought together individuals whose leadership has ensured artistic excellence and beneficial community services at orchestras throughout the state. We are proud to provide opportunities for Conference attendees to meet their colleagues at other orchestras, talk about the challenges they face, exchange effective ideas, learn from experienced professionals,

and enjoy memorable concerts and exciting special events.

We do have a favor to ask you. Please join with us to celebrate ACSO's 30 years by contributing \$30. ACSO depends on gifts to achieve its worthwhile goals. Participants in our \$30 for 30 years campaign will all be wearing City of San Francisco stickers.

Thank you for your time, consideration, and enthusiasm. We are delighted that you are here with us.

Joseph Truskot

Joseph Truskot, President
ACSO
Executive Director, Monterey Symphony

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Quick Look

Thursday, July 30, 1998

Time	Event	Room Name
9:00 AM	Orientation	Kosakura
9:00	Volunteer Workshop	Osaka
10:00	Audio Session	Kyoto
10:30	Fellows Program	Sakura B
12:00 PM	Peer Forums	Imperial A, B, Spring
2:15	War Memorial Opera House Tour	Bus
4:30	Artist Managers' Reception	Sakura
6:15	Dinner	Wattis Room *
8:00	Concert	Davies Symphony Hall *
	Reception at Intermission	Wattis Room *

Friday, July 31, 1998

8:00 AM	Orientation	Kosakura
9:00	Scripting Your Pitch	Osaka
9:00	Grantmakers	Kyoto
9:00	Education Programs	Spring
10:30	Season Brochures	Osaka
10:30	Musicology	Sakura B, C
10:30	Planned Giving	Kyoto
12:00 PM	Luncheon	Imperial
	Marin Alsop, Speaker	
2:15	Conductor's Workshop	Davies Symphony Hall *
2:15	Special Events	Spring
2:15	Tracking Ticket Sales	Osaka
2:15	The Nonprofit Treasurer	Kyoto
4:00	Annual Meeting	Imperial
7:30	The Women's Philharmonic	
	Reading Session	Yerba Buena Gardens

Saturday, August 1, 1998

8:00 AM	Power Seminar	Osaka
9:00	Operations A to Z	Spring
9:00	Cyberspace	Kyoto
10:30	Negotiating Sponsorships	Kyoto
10:30	Youth Orchestras	Spring
10:30	A Day in the Life . . .	Sakura
12:00 PM	Luncheon	Imperial
	Denis deCoteau, Honoree	
2:15	Innovative Case Studies	Osaka, Spring
3:45	Between Labor Contracts	Imperial
Evening	On your own	

Sunday, August 2, 1998

2:00 PM	Stern Grove Festival	Stern Grove *
	SF Ethnic Dance Festival	19th Ave. & Sloat Bl.

* Transportation is on your own. Anyplace in San Francisco is easily reached by cab, BART, and/or Muni. For Stern Grove, take busses 23-Monterey and 28-19th Ave.

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YAYOI TODA

viola

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cello

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marimba

MAKOTO NAKURA

composer

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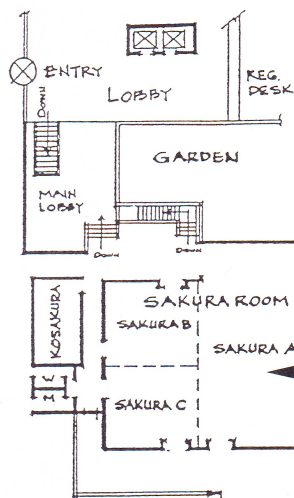
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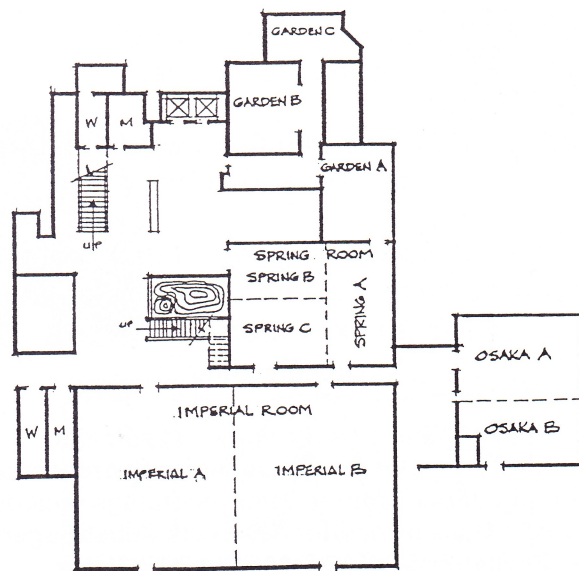
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5

ALLAN VOGEL

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San Diego Daily Transcript

"the ever-wondrous Allan Vogel, an oboist who has few peers and no betters"
Los Angeles Times

"scrumptious"
Boston Globe

"Henri Lazarof's Oboe Concerto provided an intricately winding solo line that Allan Vogel played with virtuosic assurance"
New York Times

"splendid oboe playing"
Cleveland Plain Dealer

"undoubtedly one of a few world masters"
San Diego Union

"It is my continuing regret that there is not an Allan Vogel on every continent. He is an exceptional artist"
Neville Marriner

One of America's leading wind soloists, Mr. Vogel has appeared as soloist with orchestras throughout the country. New recordings include Lazarof's *Oboe Concerto*, *Arias* with flutist Eugenia Zuckerman, and *Bach's Circle* on Delos.

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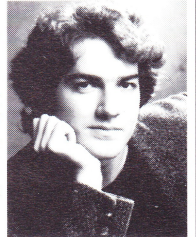


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Eugene Albulescu
piano

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Fanfare



Hai-Kyung Suh
piano

enormous flair and almost dizzying dexterity.
The Miami Herald

Hyperion Knight
piano

played Saint-Saëns Concerto #1 with intoxicating élan, brilliant dexterity and a shimmering nuance.
The New York Concert Review



Anthony Brown
baritone

a perfectly placed voice, authoritative, yet as big and penetrating and warm as the sunshine.
The Kitchener Ontario Record



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Conference Notes

Conference Co-chairs

Mark A. Jordan
Diane S. Lent

ACSO Masters' Boutique

Sue Jordan
Sharon McNalley

On-Site Coordinators

Pam Bussey, Resource Assistant, ACSO
Susan Scott, Executive Assistant, ACSO

*M*any thanks to the members of the ACSO Conference Committee, the ACSO Board of Directors, the staffs and volunteers of the San Francisco Symphony and those of you who contributed to this Conference with your time and expertise.

Conference Registration and Tickets

Sakura

Hours:	Wednesday, July 29	5:00 PM - 8:00 PM
	Thursday, July 30	9:00 AM - 3:00 PM
	Friday, July 31	8:00 AM - 5:00 PM
	Saturday, August 1	8:00 AM - 12:00 PM

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

Resource Room

Sakura

Orchestra Brochures • Artist Manager Brochures and Rosters
Computer Information • ACSO Masters' Boutique
New Repertoire Directory • Vendor Marketing Materials
Coffee Service

*Please Wear Your
Name Badge At All Times*

You will be asked to leave the meeting rooms
if you do not have a badge.

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Special Thanks

Special thanks to the following friends
of ACSO who have provided in-kind services
or merchandise during the year or for the
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Shoreline Amphitheatre
Shuttle by United
Joseph Truskot
Westin South Coast Plaza
Elizabeth Ustach

Thank you to the many organizations
who have donated clever and interesting items
to the ACSO Boutique.

Shop At The Masters' Boutique

Sakura

All proceeds benefit the
Association of California Symphony Orchestras

The Association of California Symphony Orchestras
is supported in part by a grant from the California Arts Council.

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The David and Lucile Packard Foundation
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Joseph Truskot, Monterey Symphony

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Elizabeth Ustach	Modesto Symphony

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Sponsors: Gifts \$175 - \$299

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Barbara Day Turner	San Jose Chamber Orchestra
Ann Vander Ende	Philharmonia Baroque Orchestra
Cynthia Weichel	California Symphony

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Pasadena Community Orchestra
Pasadena Pops
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Modesto Symphony Guild
Peninsula Symphony Youth Orchestra
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Fremont Symphony
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Individual membership is \$55. Membership in ACSO is
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*Join Your Friends and
Colleagues at the
31st ACSO Annual Conference
Southern California
August 1999*

Wednesday, July 29, 1998

3:00 PM- **ACSO Board Meeting**

4:30 PM

Kyoto

5:00 PM- **Registration**

8:00 PM

Sakura

Thursday, July 30, 1998

9:00 AM- **Registration**

3:00 PM

Sakura

9:00 AM **Tune Up Time: Conference Orientation**

Kosakura

All

One of the things that makes this Conference different from any other is its emphasis on the personal touch. Before the downbeat, take advantage of our orientation and learn how to get the most out of your Conference experience.

Sandi Sigurdson, executive director, San Luis Obispo Symphony

Cheryl Ikemiya, assistant development director, Long Beach Symphony

9:00 AM- **Maximizing Volunteer Potential**

12:00 PM

Osaka

**B
V**

This three-hour master class will offer an abundance of ways and means to boost your volunteer association's productiveness including motivation, recruitment and communication among all stakeholders. There will be lots of time for your questions about your special circumstances.

Part I: Thank Heaven for Volunteers!

Moderator:

Phyllis Apfel, past president, Santa Rosa Symphony

Panel:

Bobbie Cusato, board member, Long Beach Symphony

Keith Herritt, operations director, Santa Rosa Symphony

Judy Jelinek, past president, Philharmonic Society of

Orange County Women's Committees

Joseph Truskot, executive director, Monterey Symphony

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Thursday, July 30, 1998

continued

Part II: More Members Make More Music

Susan Luff Cbritton, 1997-98 president of the Junior League of Oakland-East Bay; Pathways Career Planning

Mimi Horowitz

1942 - 1998

The Association of California Symphony Orchestras dedicates this session to the memory of Mimi Horowitz who died of cancer on June 9, 1998 at her home in La Quinta, Palm Desert.

Mimi served on the ACSO Board for several years as a representative of a small community orchestra. She attended every ACSO conference and workshop from the time she became manager of the Peninsula Symphony in Palos Verdes. She was a champion of ACSO services, which she pitched to her own orchestra and others she had gotten to know in her area.

Mimi was never without an idea or opinion. She had a wonderful heart and spirit and we will miss her greatly.

10:00 AM- **Audio Session: Beyond Beethoven**

11:45 AM

Kyoto

**AM
C
EX
MU**

Tired of the Beethoven Symphonies and looking for variety outside contemporary music? A panel of experts will share their private discoveries. These include wonderful-but-obscure composers from the past, undiscovered masterpieces by the greats, and the perfect piece by a living composer that will thrill your orchestra and audience.

Coordinator:

Asher Raboy, music director, Napa Valley Symphony

Panel:

Tom Illgen, executive director, Napa Valley Symphony

Jim Ruggirello, development director, Long Beach Symphony

Key:

All All	F Finance
AM Artist Managers	M Marketing, Public Relations
B Board of Directors	MU Musicians
C Conductors	O Operations
D Development	V Volunteers
E Education	Y Youth Orchestras
EX Executive Directors	

15

10:30 AM-
11:45 AM
Sakura B

All

**Identifying Tomorrow's Masters:
CAC/ACSO Fellows Leadership Program**

This pilot program was funded by a special grant from the California Arts Council for leadership training. Four Fellows and their Mentors will discuss the projects they developed over the past year which have strengthened their leadership qualities and those of their orchestras.

Moderator:

Karine Beesley, managing director, The Ford Theatre Foundation

Panel:

André Vener, executive director, California Philharmonic
Robert Birman, executive director, Santa Barbara Symphony

Bobbie Cusato, board member, Long Beach Symphony
Diane S. Lent, past president, Modesto Symphony

Susan Koza, marketing and development director, Monterey Symphony
Rebecca Menes, director of marketing & public relations, Pacific Symphony Orchestra

Lori Terra, office manager, Modesto Symphony
Kelly Ruggirello, development director, Orange County High School of the Arts

Sponsored by the California Arts Council

12:00 PM-
1:45 PM

All

Home Room: Peer Forums

Here it is! Your chance to build your network by exchanging current information with your colleagues. For your convenience, box lunches are available for purchase.

Coordinator: *Cathy Stapert, executive director, Santa Barbara Chamber Orchestra*

Imperial A Peer Forum Tables

- Table 1 Managers/Orchestras with budgets up to \$250,000
Paul Gutierrez, general manager, Tulare County Symphony
- Table 2 Managers/Orchestras with budgets of \$250,000-\$500,000
Parker Monroe, executive director, New Century Chamber Orchestra

- Table 3 Managers/Orchestras with budgets of \$500,000-\$1,000,000
Jennifer Duston, executive director, Oakland East Bay Symphony
- Table 4 Managers/Orchestras with budgets over \$1,000,000
Robert Birman, executive director, Santa Barbara Symphony
- Table 5 Operations/Assistant Managers
Tim Beswick, operations director, San Jose Symphony
- Imperial B Peer Forum Tables**
- Table 6 Volunteers: The Showhouse
Kris Saslow, executive director, ACSO
- Table 7 Managers & Trustees of Youth Orchestras
Sue Rumley, executive director, San Diego Youth Symphony
- Table 8 Development Directors
Stacey Street, director of development, Philharmonia Baroque Orchestra
- Table 9 Marketing & Public Relations Directors
Rebecca Menes, director of marketing & public relations, Pacific Symphony Orchestra
- Table 10 Finance Directors
Helen McKairnes, finance director, Santa Rosa Symphony

Spring Peer Forum Tables

- Table 11 Education Directors and Education Volunteers
Randy Porter, director of education, Berkeley Symphony
- Table 12 Conductors
Jung-Ho Pak, music director, USC Symphony
- Table 13 Leagues and Guilds
Juanita Collins, president, Santa Barbara Symphony League
- Table 14 Board Presidents/Orchestras up to \$500,000
Jane Zastrou, president, The Women's Philharmonic
- Table 15 Board Presidents/Orchestras over \$500,000
Kenni Friedman, president, Modesto Symphony

Thursday, July 30, 1998

continued

2:15 PM- **War Memorial Opera House Tour**
4:30 PM Visit one of the world's great opera houses. The tour will last approximately 1 1/2 hours. Transportation is included. Buses will depart at 2:15 PM on Post Street in front of YOYO Bistro.

All

\$

sanfrancisco
OPERA

4:30PM- **Shop 'n Talk Reception**
5:30 PM Meet in the Resource Room, enjoy a glass of wine and meet and mingle with the folks who represent artists. Shop at the Masters' Boutique and check out a "New Repertoire Directory" for orchestra managers.

Sakura

All

Reception hosted by Artist Managers

6:15 PM **Musical Repast: Dinner and Concert**
8:00 PM **San Francisco Symphony**
Davies **Summer in the City "Mad About Concertos"**
Symphony Single. Double. Triple. You'll be mad about concertos too when you hear J.S. Bach's Piano Concerto No. 1, Mozart's Concerto No. 10 for Two Pianos and the Triple Concerto of Beethoven.

Symphony Hall

All

\$

Alasdair Neale, conductor; Jeffrey Kahane, conductor and pianist; Robin Sutherland, piano; Eroica Trio

Dinner: Wattis Room
Dessert: Served at intermission, Wattis Room
Transportation to Davies Symphony Hall (Van Ness at Grove) is on your own.

Post Concert Reception sponsored by the San Francisco Symphony



SAN FRANCISCO
SYMPHONY

18

Friday, July 31, 1998

8:00 AM **Tune Up Time Redux: Conference Orientation**
Kosakura *Sandi Sigurdson, executive director, San Luis Obispo Symphony*
Cheryl Ikemiya, assistant development director, Long Beach Symphony

All

9:00 AM- **1. Scripting Your Pitch**
10:15 AM How many times have you felt uncomfortable when a member of the press called you? Attend this session to learn how to communicate with the media and improve your presentation skills. Learn how to get YOUR message in the news.

Osaka

B
C
EX
M
V

Norma Flynn, director of publicity, Los Angeles Philharmonic
Judith Learner, president, Effective Communication Consultants

Sponsored by Ticketmaster

Kyoto **2. Ask the Grantmakers: Medics of the Master Class**
Hear directly from the California foundation leaders. What are the trends in guidelines, funding for music, secrets of the application process, who qualifies, and more. How to make your case for general operating funds.

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Moderator:
Corty Fengler, management consultant

Panel:
Nancy Glaze, director of arts programs, The David and Lucile Packard Foundation
Bruce A. Hirsch, executive director, The Clarence E. Heller Charitable Foundation
Cora Mirikitani, program director, The James Irvine Foundation

19

Spring

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3. Audit Your Education Programs

Some orchestras have mastered the art of weaving education into every event they stage. Find out how to incorporate education into your concerts, special events, and ensemble presentations. We'll help you with next steps if you are setting up a new program.

Moderator:

Ron Gallman, director of education, San Francisco Symphony

Panel:

*Hans Imhof, board member, Pacific Symphony Orchestra
Randy Porter, education director, Berkeley Symphony*

Sponsored by Dr. Sylvia Shepherd

10:30 AM-
11:45 AM

I. Communication 101:

The Key to Successful Season Brochures

Osaka

When putting together your season brochure keep in mind the key principles of good communication. A panel of experts will explore the do's and don'ts of direct mail, examine good and less good brochures, and highlight illustrations of successful efforts.

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Paul Dupree, Paul Dupree Communications; former director of marketing and publications, Baltimore Symphony Orchestra

Patty Gessner, marketing consultant, San Francisco Symphony

Sponsored by Metro Direct, an MSGI Company

Sakura B,
Sakura C

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2. Musicology in One Easy Lesson

New members are asked on the Board for a lot of reasons, but maybe not for their classical music expertise. This lively and humorous session will teach you everything you need to know to be music-wise...and then some. In only one session, we'll make you aware of musical forms, teach you why the concert format is as it is, and provide amusing anecdotes about famous musical personalities you can share at cocktail parties.

Moderator:

Mike Morris, past president, Pasadena Symphony

Panel:

*Michael Krajewski, music director, Modesto Symphony
Asber Raboy, music director, Napa Valley Symphony*

Sponsored by Corbett Arts Management, Ltd.

Kyoto

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3. Postgraduate Session: Planned Giving for Major and Multi-year Gifts

Planned gifts show long-term commitment on the part of donors and reap great rewards for your organization in years to come. This session will help you to sort through the possibilities of "planned gifts" and how to attract them to your orchestra. Learn the ABC's of starting up, and get good advice on how to maintain a planned giving society.

Corty Fengler, management consultant

Douglas F. McRae, executive vice president, Capital Alliance Group

12:00 PM-
2:00 PM
Imperial

Luncheon

Guest speaker:

Marin Alsop, music director, Colorado Symphony, creative conductor chair of the Saint Louis Symphony and music director of the Cabrillo Festival

All
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"What Does the Future Hold For Orchestras?"

Sponsored by Michal Schmidt Artists International, Inc.

2:15 PM-
4:00 PM

Conductor's Workshop: Famous Tricky Spots

You know that one is down and two is to the side, and how Tchaikovsky's Fifth should go. The trouble is that your audition has all those tricky spots that can make you look bad. Fear not! Ms. Alsop will lead you through the toughest spots in music! Piano accompaniment will be provided. A repertoire list is available at the Registration Desk.

C

Marin Alsop, music director, Colorado Symphony

Davies Symphony Hall, Zellerbach C

Transportation is on Your Own

Sponsored by Geraldine C. & Emory M. Ford Foundation

2:15 PM- **I. Masterful Special Events**

3:45 PM **Spring** The stalwart volunteers of orchestras annually present fun, lucrative and innovative fund raisers which secure needed dollars and wider publicity. Great ideas for both volunteers and development staff.

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Moderator:

Debbie Chinn, director, Volunteer Council, San Francisco Symphony

Panel:

Mary Margaret Ward, president, SF League of San Francisco Symphony, "Symphony Prelude to Promenade"
Carol Suveda, development director, Berkeley Symphony "Berkeley Film Festival"

Osaka **2. Statistical Lessons: Tracking Ticket Sales**

Do you know how much it costs to acquire a new subscriber? To retain an existing one? In a world of scarce resources, tracking and evaluating marketing dollars spent and income generated is critically important. In this session, you'll learn specific examples of how to save money and attract more people.

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Patty Gessner, marketing consultant, San Francisco Symphony
Rebecca Menes, director of marketing & public relations, Pacific Symphony Orchestra

Sponsored by Stephen Dunn & Associates

Kyoto **3. Orchestral Equations: The Non-Profit Treasurer**

The presentation of your orchestra's fiscal information depends on the skills of your Board treasurer, whether or not you have a finance director on staff. Learn what qualities and skills this individual must have to monitor budgets, cash positions, and investment earnings effectively. Find out how to read danger signs, give a thorough report at Board meetings, and establish credible financial statements.

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Moderator:

Jed Coffin, finance director, Monterey Symphony

Panel:

Stan Delugach, CPA, Delugach & Delugach; board member, Oakland East Bay Symphony
Diane Kelly, CPA, CMA, past board member and treasurer, Monterey Symphony

Sponsored by Capital Alliance Group

4:00 PM- **Awards Assembly: ACSO Annual Meeting and**

5:30 PM **President's Reception**

Imperial Presentation of the Most Valuable Player Awards

All

Sponsored by Bob and Marie Gallo

7:30 PM- **The Women's Philharmonic:**
10:30 PM **Music in the Making**

All

\$

The New Music Reading Session, now in its tenth year, provides women composers an opportunity to hone their craft by hearing their orchestral music performed by a professional ensemble.
Apo Hsu, artistic director and host

7:30 PM *In Memory the Heart Still Sings (1995), Joelle Wallach*
Laurel Hall, clarinet soloist
Ya-Hui Wang, conductor

9:00 PM *Finding the Murray River (1996), Rebecca Oswald*
Elizabeth Stoyanovich, conductor

The Forum, Yerba Buena Center for the Arts
Yerba Buena Gardens, 701 Mission Street
(at Third)

Bus Transportation will be provided. Buses depart at 6:45 PM on Post Street in front of YOYO Bistro.

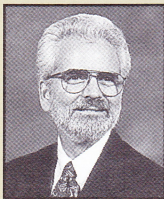


8:00 AM- **Power Seminar: Holland's Opus**
12:00 PM "How Boards Can Add Greater Value to Their Organizations" (includes Continental breakfast)
Osaka

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Introduction:
John Forsythe, executive director, Pacific Symphony Orchestra

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An expert in Board effectiveness will teach trustees and volunteers how to maximize their efforts as orchestra leaders. Mr. Holland has studied Boards for more than 12 years and will show you what makes effective Boards work, what hinders ineffective Boards, and what steps to take to influence change in the entire organization.

Thomas Holland, Ph.D., professor and director, Institute for Nonprofit Organizations, University of Georgia

Sponsored by BankAmerica Foundation

9:00 AM- **I. Operations A to Z in a Small Budget**
10:15 AM **Orchestra**

Spring

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A discussion of the special problems in identifying, assigning and executing all operations tasks, including hiring musicians, presenting concerts outside of professional halls, managing a concert, ushers, security, parking, and carting.

Moderator:
Jim Medvitz, director of operations, Pacific Symphony Orchestra

Panel:
Neil Birnbaum, general manager, Riverside County Philharmonic
Andrea Laguni, director of artistic administration, Los Angeles Chamber Orchestra
Sarah McLean, operations director, San Diego Chamber Orchestra
Cynthia Weichel, operations director, California Symphony

continued

Kyoto

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2. Cyberspace Communications

What technology should you buy next? What is involved in setting up a web site, and is it worth it? What ticketing software do your peers recommend, or not? Is your computer network all it should be? Come listen to what some experts are saying, and have a chance to ask your own questions as well.

Moderator:
Robert Lippert, executive director, Fresno Philharmonic

Panel:
Shawn Fraser, PC support specialist, San Francisco Symphony
Carol Handelman, director of operations/finance, Philharmonia Baroque Orchestra
Michael Nelson, principal, SacWeb

10:30 AM- **I. Survival Skills: How to Negotiate a Sponsorship**

11:45 AM We count so much on our corporate sponsors and wish we had more of them! Hear ideas on what to offer a sponsor, how to work together to achieve mutual goals, and tips on negotiation and sponsorship discovery.
Kyoto

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Host:
Betty Ustach, director of marketing and development, Modesto Symphony

Panel:
Howard DeBow, manager, marketing services, Visa, U.S.A., Inc.
Karen Rotko-Wynn, director of development and capital campaigns, Seattle Symphony

Sponsored by Group 121

Spring

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2. Youth Orchestra Harmony

How to attract and nurture young talent in non-supportive environments. Perspectives from a music director, manager, student, parent and Board member will show you how to coordinate obligations for balanced harmony.

Moderator:
Cynthia Weichel, operations director, California Symphony

Panel:
Michael Morgan, artistic director, Oakland Youth Orchestra
Debra Schwartz, parent & board member, Oakland Youth Orchestra
Elia Van Lith, musician, Young People's Chamber Orchestra

continued

Sakura

3. Learn From the Pros:

All

A Day in the Life of a Box Office Manager, Small Budget Orchestra Manager and Conductor

This session is similar to last year's popular review of an executive director with a large orchestra, an operations director and a development/marketing director. Staff share the particulars of their day, how they prioritize, plan, and manage their jobs.

Moderator:

Mark A. Jordan, concertmaster, Modesto Symphony

Panel:

Janice Glenn, ticket services director, San Francisco Symphony

Mitchell Sardou Klein, music director, Peninsula Symphony North, IMK International String Competition

Parker Monroe, executive director, New Century Chamber Orchestra

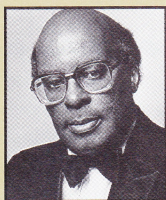
12:00 PM- Luncheon

2:00 PM "A Polished Performance"

Imperial

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ACSO pays tribute to Denis deCoteau, music director of the San Francisco Ballet, former conductor of the Oakland Youth Orchestra, and of the San Francisco Conservatory of Music.

Music by Young People's Chamber Orchestra of Santa Rosa

Emcee: Michael Morgan, music director
Oakland East Bay Symphony

Sponsored by Columbia Artists Management, Inc.

continued

2:15 PM-

Innovative Case Studies

3:30 PM

Twenty minute presentations at round tables will give you a chance to sample several bright new ideas.

Osaka, Spring

All

Coordinator:

Geoffrey Fontaine, executive director, Pasadena Symphony

Table 1

Leave a Legacy

Arts organizations collaborate to create a new city-wide planned giving program.

Terry Brown, executive director, Music in the Mountains

Table 2

Creative Staffing Solutions

Keep your orchestra running at peak efficiency by considering alternatives available in using project consultants, interim executives and other "free agents."

Bruce D. Thibodeau, Arts Consulting Group

Table 3

LA Filmharmonic

The Los Angeles Philharmonic meets Hollywood – the launch of an innovative art form.

Norma Flynn, director of publicity, Los Angeles Philharmonic

Table 4

Fair's Fair

Find out how county fairs are reaching out to arts organizations to provide new opportunities for arts programming and new audiences.

Sally Davis, manager, State-Local Partnership, California Arts Council

Patricia Milich, manager, touring/presenting program, California Arts Council

Table 5

The Search is On

A walk-through of a traditional executive director search.

Janice Johnson, past president, Pacific Symphony Orchestra

Table 6

Board-Staff Interactions

How to optimize relationships between Boards and staff members.

Thomas Holland, Ph.D., University of Georgia

Sponsored by Arts Consulting Group

Saturday, August 1, 1998

continued

3:45 PM- **Final Assembly: Closing General Session**
5:00 PM "Between Labor Contracts"
Imperial Conflict is a natural state resulting from difference of perspective and opinion. Through conflict, parties develop creative solutions and innovative approaches to problems. What can labor and management do to work toward joint resolutions as well as to develop sound working relationships during the life of the contract?

All

Host:
Millie Mitchell, general manager, California Symphony

Guest Speaker:
Commissioner Gary Hattal, Federal Mediation and Conciliation Service

Sponsored by James T. Medvitz

Evening on Your Own

*Check the bulletin board in the
Resource Room for group activities*

Sunday, August 2, 1998

2:00 PM **Stern Grove Festival**
Stern Grove San Francisco Ethnic Dance Festival
If you're staying over, join other ACSO Conference attendees at the Stern Grove Festival. We have special table seating reserved. The concert starts at 2:00 PM, but arrive by 12 PM for your spot. Bring a lunch or buy one there. The Grove is a beautiful outdoor setting – afternoons can be quite cool; wear appropriate clothing. You are on your own for transportation. The Grove is at 19th Avenue and Sloat Boulevard.

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Musical Drawing

Give a gift of \$30 for 30 years!
You'll be eligible to win these prizes including:

2 Bench Seats to a 1998 Hollywood Bowl Concert
Los Angeles

8 Tickets for the Long Beach Municipal Band
Summer Concert with Cruise on the *Fiesta Paradiso* Party Boat
on August 6 or 13, 1998

4 Press Box Seats to a 1998-99 Long Beach
Symphony Pops Concert of Your Choice

2 Tickets to a Pacific Symphony Orchestra Summer Concert
at Irvine Meadows Amphitheater and a Two Night Stay for Two
at the Westin South Coast Plaza Hotel

2 Tickets to the San Francisco Symphony
(subject to availability)

2 Tickets to the 1998 Season Concert of Your Choice
at the Shoreline Amphitheater, Mountain View

*Make Your Donation
at the Registration Desk*

Gift must be made during the Conference.

The drawing will take place at the conclusion of Saturday's lunch.

Must be present to win.

All concerts and hotel rooms subject to availability.

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and a violinist in control of his
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The Los Angeles Times



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Chicago Tribune



Anton Kuerti, pianist

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York Philharmonic,
Detroit Symphony
and Minnesota
Orchestra.



Christopher Taylor

*"...one of
the most brilliant
American pianists of the
younger generation..."*

Washington Post



James Giles, pianist

Joanna Hodges International
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nary sensitive, flowing playing and
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The Southampton Press

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"Portland Symphony Orchestra delights audience with a musical trip to Paris. RAQUEL BITTON's well conceived program was unforgettable, she moved from the biting Brechtian 'Boulevard du crime' to more introspective songs of love and loss, more and more in the breathy, subtly erotic Piaf style."

-Jane Lamb, Portland Maine News

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