

THE ASSOCIATION OF CALIFORNIA  
SYMPHONY ORCHESTRAS PRESENTS

**41st ANNUAL  
CONFERENCE**

*Surfing the Waves  
of Change:  
Keys to Keeping Afloat!*

**AUGUST 6-8, 2009**

**THE WESTIN SAN DIEGO**

HOSTED BY THE  
SAN DIEGO SYMPHONY



The background of the entire page is a textured, aged parchment or paper surface. It features faint, hand-drawn musical notation, including a treble clef on the left side and various notes and stems scattered across the page. The overall color palette is warm, with shades of yellow, brown, and green, giving it an antique and artistic feel.

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# Welcome

On behalf of the musicians, Board of Directors and staff of the San Diego Symphony, I would like to welcome you to the 41st Annual ACSO Conference! We are excited to host our colleagues from around the state. We encourage you to enjoy all that our city has to offer, from a vibrant cultural scene and nightlife, to surf, sand and rustic natural beauty. The San Diego Symphony has been a part of this community for nearly 100 years—and we are looking forward to the next 100!



As someone once said, “A smooth sea never made a skillful mariner.” If this year is any indication, we are all learning how to face challenges and develop new courses of action. We are certainly becoming more skillful mariners! That’s why this Conference is so important. It gives us an opportunity to network, share ideas and learn together. The ACSO Conference committee has worked all year to develop content that is informative, relevant and timely.

If you’re new to Conference, don’t miss the orientation on Thursday morning. It will help you make the most of your experience. Along with the sessions and peer forums designed for specific constituents, there is a Power Seminar that will give you ideas and help you gain skills to lead effectively. Not to be missed are the luncheons with dynamic administrator Michael Kaiser and composer/educator Rob Kapilow. We are also pleased to have you attend the “Bravo Broadway Now” Summer Pops concert at our beautiful outdoor summer home—the Embarcadero Marina Park South.

Thank you for attending Conference and making this investment in your future. Enjoy your time in San Diego. We’re so glad you’re here.

A handwritten signature in black ink that reads "Edward B. Gill". The signature is written in a cursive style with a long horizontal flourish underneath the name.

**Ward Gill**, executive director, San Diego Symphony

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# Greetings

Welcome, esteemed colleagues, to the 41st Annual ACSO Conference. Your ACSO Board of Directors, conference chairs Andrea Laguni and Adrienne Valencia, and the experienced ACSO staff have brought together some of the most creative artists, practical advisors and nimble executives to inspire, educate and nurture us over the next three days.



As a rabid fan of our art form and unabashed fan of ACSO, it has been my honor to serve as President for the past two years. I am very grateful to the creative and practical members of the ACSO Board of Directors for their dedication to the success of our entire field. I heartily thank ACSO executive director Kris Sinclair and her stellar staff for their innovative and enthusiastic response to one-new-idea-after-another from their "prolific" Board. To music director Michael Nowak and the San Luis Obispo Symphony Board of Directors led by the remarkable Sandy Dunn, I owe a huge debt of thanks for their forbearance and patience in supporting my time and travel "away from home;" a testament to their awareness of what our orchestra has gained from ACSO over the years. And to the smart and stalwart staff at the SLO Symphony: we may run computers, answer telephones, manage databases and staff phone banks, but don't ever forget that we, too, are the music makers; we are the dreamers of dreams.

Come October, ACSO is extremely fortunate to welcome the well-respected and totally connected NancyBell Coe, president of the venerable Music Academy of the West as the next President of the ACSO Board of Directors. NancyBell brings thoughtful and experienced leadership to our membership at a critical time when choruses and orchestras are taking a hard look at how we relate to, and serve our unique communities across California. She's the right woman at the right time.

Now, for the next three days, be a sponge (a sea sponge?) and soak up the music, the ideas, and the excitement of this year's ACSO Conference.

With sincere appreciation to our San Diego Symphony hosts and executive director Ward Gill, I remain...

A su servicio.

A handwritten signature in black ink that reads "Sandi Sigurdson".

**Sandi Sigurdson**, executive director, San Luis Obispo Symphony



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Michael Krajewski, Principal Pops Conductor: Houston, Long Beach, Jacksonville & New Mexico symphonies

The Side Street Strutters have cooked up a recipe of fun-filled Mardi Gras selections which truly capture the spirit and festiveness of New Orleans. Enjoy *Just A Closer Walk With Thee, Tiger Rag, Basin St. Blues, When The Saints Go Marching In* and many others, complete with a festive parade procession, bead toss, singing, dancing, and colorful costumes. These beautifully crafted arrangements blend the orchestra and Strutters into a savory musical partnership throughout both halves of the show. If you'd like,

throw in a dash of big band swing orchestrations and, *voila*, you've got all the ingredients for a tasty menu of classic American jazz.

The Strutters have shared the stage with dozens of Orchestras, including: Atlanta, Rochester, Houston, Phoenix, Jacksonville, Long Beach, Providence, York, Naples, San Antonio, Charlotte, and Midland.

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**Welcome to the Participants and Guests of the  
41st Annual Conference of the  
Association of California Symphony Orchestras**



On behalf of the City of San Diego, I want to offer my most sincere and heartfelt greetings to all the participants and guests of the Association of California Symphony Orchestras' Annual Conference *Surfing the Waves of Change: Keys to Keeping Afloat*.

For over 41 years, you have assisted, educated and advocated on behalf of California's musicians and nonprofit symphony orchestras. You have also provided visionary leadership and developed partnerships to ensure the provision of quality programming and access and outreach to hundreds of thousands of music lovers and learners.

I am pleased that you selected San Diego as the location for your conference. Known as *America's Finest City*, San Diego is full of history, diverse cultures and an eclectic mix of performing arts that you can experience all year long. We are home to Tony Award winning theatres, Balboa Park (also known as the Smithsonian of the West for its many high quality museums), beautiful beaches, and fine cuisine and shopping that I know you will find very enjoyable, if you choose to partake in them.

Please accept my best wishes for a successful Conference, and a pleasant stay in San Diego. I hope that you will come back and visit us again soon.

Sincerely,

**Jerry Sanders, Mayor**

## NEW TO THE ROSTER

### PIANISTS

Hung-Kuan Chen  
Andreas Haefliger

### VIOLINISTS

Daniel Hope  
Tai Murray  
Arnaud Sussmann

### PERCUSSION

Colin Currie

### POPS

Victor Vanacore  
Suzanne Vega

### CONDUCTORS

Edward Abrams  
James Feddeck  
Corrado Rovaris  
Ward Stare  
Joshua Weilerstein

### TENORS

Rosario La Spina  
Frank Poretta

### BASS

Jordan Bisch

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# CONFERENCE QUICK LOOK

## ■ WEDNESDAY, AUGUST 5, 2009

- 3 - 4:30 PM ACSO Board Meeting  
5 - 6 PM Resource Room Available for Vendor Set-Up  
6 PM ACSO Board and Major Donor Gathering (*by invitation only*)

## ■ THURSDAY, AUGUST 6, 2009

ASK THE EXPERTS *throughout the day* (*free 30-minute consultations*)

- 8 AM - 4 PM Registration & Resource Room Open  
10 - 10:45 AM Conference Orientation: Plot Your Course  
11 AM - 1 PM Peer Forums: All Hands on Deck  
1:30 - 2:30 PM California Cultural Data Project Report and Statistics  
2:45 - 4 PM Just Testing the Waters? Turning First-timers into Life-timers  
4:15 - 5 PM ACSO Annual Meeting  
5:45 PM Overture Party and Tour of Copley Symphony Hall  
8 PM The Old Globe

## ■ FRIDAY, AUGUST 7, 2009

ASK THE EXPERTS *throughout the day* (*free 30-minute consultations*)

- 7:30 AM - 4 PM Registration & Resource Room Open  
7:30 - 10 AM Power Seminar: Great Music Builds Vibrant Communities  
8:30 - 10 AM
  1. Values-Based Advocacy: Remedies for Rough Seas
  2. Running a Tight Ship: Using the Internet for All Your Office Administration  
10:15 - 11:45 AM
  1. Budgets and Forecasts: Batten Down the Hatches!
  2. Meet the Funders: The Big Kahunas
  3. Do We Need to Change Our Tune?: Sea Shanties and Water Music  
12 - 2 PM Luncheon with guest speaker Michael Kaiser  
2:15 - 3:30 PM
  1. Conversations with Union Leaders: Riding Tandem
  2. So Many Ideas...So Little Time: Oceans of Opportunity
  3. Fundraising: Steady Strokes to Success  
3:45 - 5 PM
  1. Social Media and the Web World: Dive In, the Water's Fine
  2. Keeping Afloat: Riding Out the Storm  
5:45 PM Board buses at Broadway Street entrance  
6 PM Dinner al fresco  
7:30 PM San Diego Symphony Summer Pops Concert and Fireworks

## ■ SATURDAY, AUGUST 8, 2009

ASK THE EXPERTS *throughout the day* (*free 30-minute consultations*)

- 8 AM - 12 PM Registration & Resource Room Open  
8:30 - 10 AM
  1. Youth Confab: Surfing for Common Topics to Discuss?
  2. Managing the Stress of Change: Lifeguard Training
  3. Build a Rubric: Catch a Wave
  4. Safe Harbor: Strategic Planning for a Sure Future  
10:15 - 11:45 AM
  1. Youth Confab Redux
  2. Developing a Dynamic Board: On Board and On Target
  3. Intergenerational Conversations: All the Fish in the Sea  
12 - 2 PM Luncheon with guest speaker Rob Kapilow  
2:15 - 4 PM Innovative Case Studies: Hang 10 in 20 Minutes  
EVENING CHOICES
  - La Jolla Chamber Music Society Concert (*tickets and transportation on own*)
  - Pacific Symphony Concert at Verizon Wireless Amphitheater (*tickets complimentary; transportation on own*)

# SPECIAL THANKS

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## 2009 CONFERENCE CHAIRS

**Andrea Laguni**, *executive director, Los Angeles Chamber Orchestra*

**Adrienne Valencia**, *director of education, San Diego Symphony*

## MEMBERS OF THE 2009 CONFERENCE COMMITTEE

**Harry Jacobs**

**David Ramadanoff**

**Maya Rath**

**Sara Salisbury**

**Sean Sutton**

**Joyce Fienberg**, *chair, Musical Drawing*

**Cynthia Shilkret**, *chair, Connoisseur's Collection Wine Bin Drawing*

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*Special thanks to the following friends of ACSO who have provided in-kind services or merchandise during the year or for the 41st Annual Conference.*

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Jeanette Bovard,

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Four Points by Sheraton,

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Patty Gessner

Wendy Hand, president,

The Meetings Network

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Katsuya Restaurant, Los Angeles

Kennedy Center for the Arts

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Los Angeles Philharmonic

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Macias Gini & O'Connell, CPAs

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Marin Symphony

Marriott Fisherman's Wharf,

San Francisco

Melting Pot, Larkspur

New West Symphony

Oakland East Bay Symphony

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San Diego Zoo

San Francisco Performances

San Francisco Symphony

San Luis Obispo Symphony

Sheraton Suites San Diego

Cynthia Shilkret

South Coast Plaza,

Orange County

Spinnaker Restaurant

Target

Westin South Coast Plaza Hotel

# CONFERENCE NOTES

## ■ Conference Registration, Tickets and Resource Room CRYSTAL II

### ■ Resource Room Hours

Wednesday, August 5	5:00 PM - 6:00 PM (Vendor Set-up)
Thursday, August 6	8:00 AM - 4:00 PM
Friday, August 7	7:30 AM - 4:00 PM
Saturday, August 8	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

- Ask the Experts Sign-up
- Orchestra Brochures
- Artists Manager Brochures and Rosters
- Vendor Information
- The Tuneful Boutique
- Registration Desk
- Advocacy Information Desk
- Find Out if You're a Musical Drawing Winner

### ■ Ask the Experts

Free, private 30-minute consultations will be available during the Conference. Sign-ups are first come, first served and will be posted on the bulletin board in the Resource Room (Crystal II). The experts can talk to more than one person/organization at a time upon request. Unless otherwise arranged, meetings will take place in the Boardroom.

### ■ Tuneful Boutique

***Don't forget to shop at the Tuneful Boutique.*** All proceeds benefit ACSO. Thank you to the many organizations that have donated items to the Tuneful Boutique. We are delighted to showcase your organization's wares.

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**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.

# CONNOISSEUR'S COLLECTION

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## ***Become the toast of your social circle!***

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 a piece with the winning ticket chosen during a fun-filled ceremony at Saturday's luncheon. To view the outstanding selections, be sure to visit the wine bin display in the Resource Room.

*Must be present to win. The drawing will be held during lunch Saturday, August 8. The winner has the option of taking the wines home or having them shipped (in-state only).*

## MUSICAL DRAWING

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



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

**TICKETS: \$15 EACH; 5 FOR \$60; 10 FOR \$100**

### **PRIZES INCLUDE:**

- \$500 South Coast Plaza Shopping Spree (Orange County).
- Two pairs of tickets to two San Francisco Performances events.
- Two tickets to the 64th Ojai Music Festival featuring one of the hottest contemporary music ensembles of today, Ensemble Modern. You'll enjoy VIP treatment with drinks prior to the concert, great seats, and the post-concert party. What better place to enjoy the riveting performance of Ensemble Modern than under the stars and oaks in the beautiful Ojai Valley.

- World-renowned Philharmonia Baroque Orchestra gift basket including two complimentary tickets to a 2009-10 concert.
- A pair of tickets for the California Symphony 2009-10 season with a \$75 gift certificate to the fabulous Prima Ristorante in Walnut Creek.
- Two tickets to Philharmonic Society of Orange County's Opening Night Concert on October 4, 2009, featuring the Orpheus Chamber Orchestra with Janine Jansen, violin.
- Four tickets to any Hutchins Consort concert at La Jolla or Newport Beach, a CD and a t-shirt.
- A box for four at a 2009 Hollywood Bowl concert.
- Need a change in your work? Struggling to write a resume that will give you a better chance at getting the interview? Two hours of career counseling with nationally certified Master Career Counselor, Cynthia Shilkret. The counseling session will be conducted over the phone at a mutually agreed upon time. Resume critiquing will be conducted through a combination of phone and e-mail. The two hours can be used for career counseling or resume guidance and critiquing or a combination of both.
- Two one-day park hopper passes to Disneyland and California Adventure parks.
- Enjoy a touch of European charm in the heart of San Luis Obispo at Petit Soleil Bed and Breakfast, John and Dianne Conner, Hoteliers. Step inside the cobblestone courtyard and find yourself transported to the rustic, colorful charm of Provence. Your mid-week stay in historic San Luis Obispo also includes two rounds of golf just down the road at the exquisite Avila Beach Golf Resort nestled in the scenic San Luis Bay Harbor. Your Petit Soleil 2-night stay is good Sunday-Thursday (except holiday weekends).
- Enjoy a New West Symphony concert for two at the Countrywide Theatre Performing Arts Center and dinner at Mandevilla Restaurant.
- Spend a fabulous weekend soaking up the sun and arts scene in Los Angeles. Stay Friday and Saturday night in the beautiful Luxe Hotel Sunset Blvd. and enjoy a night out with the Los Angeles Chamber Orchestra at a Concert on Saturday night at the Alex Theatre in Glendale. Have dinner for two at Katsuya, a hip Asian Fusion restaurant in the new, chic Glendale shopping plaza, the Americana at Brand. Package includes a LACO tote bag and the Orchestra's 40th Anniversary CD. While in town, visit LACMA via two VIP passes and use your copy of Los Angeles Magazine to find the best places to eat, shop and visit.
- Two tickets to a 2009-10 Oakland East Bay Symphony concert at the historic Paramount Theatre.
- Arts Consulting Group is pleased to offer a Saturday Board and Staff Planning Retreat. The focus of the Retreat will be mutually agreed upon by ACG and the organization, including use of online confidential Board assessment tools completed by participants in advance.

CONTINUED ON PAGE 14

## MUSICAL DRAWING PRIZES CONTINUED

- Two tickets to a Marin Symphony concert of your choice, with Section One seating. A \$100 gift certificate to The Melting Pot in Larkspur and two nights at the Four Points Sheraton, just across the freeway from the Concert Hall.
- Pacific Symphony Concert tickets for four, with dinner, and a Friday and Saturday night stay at the Westin South Coast Plaza.
- An overnight stay at the downtown Sheraton Suites San Diego, including breakfast for two and tickets to the San Diego Symphony.
- artSMART offers a 1-day seminar for your board and/or staff to prepare organization leaders for major decisions and necessary actions in a current or impending crisis. Does not include travel expenses for Jane Hill, consultant.
- Four tickets for a 2009-10 Classical Series performance of the Orchestra Nova San Diego at the Irwin M. Jacobs Qualcomm Hall in Sorrento Valley, San Diego.

ONLY ONE PRIZE PER DELEGATE

DISCLAIMER: OUT OF RESPECT TO OUR DONORS, PRIZES ARE NOT TRANSFERABLE AND ARE NOT REDEEMABLE FOR CASH. ALL CONCERT TICKETS AND HOTEL ROOMS SUBJECT TO AVAILABILITY.

## 2010 Shanghai World Expo Music Festival

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### Other Performance Opportunities In 2010

#### **2010 American Celebration of Music in Europe**

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# Schedule of Events

## WEDNESDAY, AUGUST 5, 2009

3 - 4:30 PM

**ACSO Board Meeting**  
**IVORY**

5 - 6 PM

**Resource Room Available for Vendor Set-Up Only**  
**CRYSTAL II**

6 PM

**BY INVITATION ONLY**

**ACSO Board & Major Donor Gathering**

## THURSDAY, AUGUST 6, 2009

8 AM - 4 PM

**Registration & Resource Room Open**  
**CRYSTAL II**

THROUGHOUT THE DAY

**ALL**

**Ask the Experts: Free 30-Minute Consults**  
**BOARDROOM (UNLESS OTHERWISE ARRANGED)**  
**SPONSORED BY Kelly Ruggirello**

10 - 10:45 AM

**NEW OR RETURNING DELEGATES**

**Conference Orientation:  
Plot Your Course**  
**CRYSTAL I**

Let a guide help you navigate Conference waters! Soak in the rays of wisdom, ride the waves of experience, and dive into a treasure trove of knowledge that will ensure a first-class Conference experience.

**Kelly Ruggirello**, *president, Pacific Choral*



11 AM - 1 PM

ALL

## Peer Forums: All Hands on Deck

Join your peers at this once-a-year opportunity to build your network by meeting, mingling, and exchanging information with your colleagues.

### PEER FORUM TABLES

#### **1. MANAGERS WITH BUDGETS OVER \$1 MILLION**

Edward B. Gill, *executive director, San Diego Symphony*

OPAL

#### **2. BOARD MEMBERS WITH BUDGETS OVER \$1 MILLION**

Joyce Fienberg, *board member, Los Angeles Chamber Orchestra*

OPAL

#### **3. MANAGERS WITH BUDGETS \$500,000 TO \$999,999**

OPAL

#### **4. BOARD MEMBERS WITH BUDGETS \$500,000 TO \$999,999**

Mary Schnepf, *president, San Bernardino Symphony*

OPAL

#### **5. MANAGERS WITH BUDGETS \$499,999 AND UNDER**

Marion Sciré, *executive director, Classics 4 Kids*

DIAMOND I

#### **6. PRESIDENTS AND BOARD MEMBERS WITH BUDGETS UNDER \$499,999**

Harry Jacobs, *past president, Merced Symphony*

TOPAZ

#### **7. MARKETING DIRECTORS AND STAFF**

Dafna Kapshud, *director of marketing, San Francisco Performances*

DIAMOND II

#### **8. PUBLIC RELATIONS DIRECTORS AND STAFF**

Stephen Kougias, *public relations manager, San Diego Symphony*

TOPAZ

#### **9. DEVELOPMENT DIRECTORS AND STAFF**

Sandy Galin, *director of development, New West Symphony*

DIAMOND I

#### **10. OPERATIONS AND GENERAL MANAGERS**

TOPAZ

#### **11. BOX OFFICE MANAGERS AND STAFF**

TOPAZ

#### **12. FINANCE, IT STAFF AND VOLUNTEERS**

Maya Rath, *finance director, Oakland East Bay Symphony*

TOPAZ

#### **13. EDUCATION STAFF AND VOLUNTEERS**

Adrienne Valencia, *director of education, San Diego Symphony*

DIAMOND I

#### **14. LEAGUE AND GUILD VOLUNTEERS**

DIAMOND I



## 15. YOUTH ORCHESTRA STAFF AND VOLUNTEERS

Sara Salsbury, *general manager, Peninsula Youth Orchestra*

Dalouge Smith, *president & CEO, San Diego Youth Symphony & Conservatory*

**DIAMOND II**

## 16. CHORUS STAFF AND VOLUNTEERS

Rachel Fine, *executive director, Los Angeles Children's Chorus*

**DIAMOND II**

## 17. CONDUCTORS

Dana Mambourg Zimbric, *music director, Classics 4 Kids*

**DIAMOND II**

*Pre-paid box lunches can be picked up in the Opal foyer.*

**\$ ADVANCE REGISTRATION REQUIRED FOR BOX LUNCH**

**SPONSORED BY NancyBell Coe**

1:30 - 2:30 PM

ALL

## California Cultural Data Project Report and Statistics

**CRYSTAL I**

Understanding is crucial to success. Embark on a journey into the depths of California's cultural waters at this not-to-be-missed presentation, complete with charts and comparisons statewide and nationwide, analysis of California orchestras through the lens of the CDP, and information about the benefits of the reporting tools.

**INTRODUCTION: Victoria Hamilton**, *executive director, City of San Diego, Commission for Arts and Culture*

**Lauren Hooten**, *project associate, California Cultural Data Project, The Pew Charitable Trusts*

**Neville Vakharia**, *project director, The Pew Charitable Trusts*

2:45 - 4 PM

ALL

## Just Testing the Waters? Turning First-timers into Life-timers

**CRYSTAL I**

They stick their toes in the water, but don't dive in! Why is it that 86% of single-ticket buyers don't come back in the same year—if ever? And how can we change this? One of the most remarkable studies done in the last decade, conceived by a group of symphony orchestra marketing directors and executed by the preeminent consulting firm of Oliver Wyman, reveals new patterns of ticket buying behavior and sheds light on selling single tickets a second and third time. Hear how some major orchestras have already acted on these findings and how you can borrow their ideas to chart your own path to success.

**Michael Buckland**, *vice president of marketing & public relations, Pacific Symphony*

**Shana Mathur**, *vice president of marketing & communications, Los Angeles Philharmonic*

**SPONSORED BY**



4:15 - 5 PM

ALL

## Association of California Symphony Orchestras' Annual Meeting

### CRYSTAL I

- **WELCOME:** Edward B. Gill, *executive director, San Diego Symphony*
- **State-of-the-State Report**
- **Most Valuable Player Awards**
- **Election of New Officers**

Sandi Sigurdson, *president, Association of California Symphony Orchestras*

SPONSORED BY **Jim Drummy**

5:45 PM

ALL

## Overture Party & Tour of Copley Symphony Hall

1245 Seventh Ave. & B St. (enter at 750 B. St. - lower lobby)

*Transportation on own*

Copley Symphony Hall is a pleasant 15-minute walk from the Westin San Diego with a brief uphill portion.

Cab fare to and from Copley averages just \$5 and as many as four passengers can share the ride. Return cabs can be hailed at the Sheraton Suites next door to the Symphony Hall. Call Orange Cab Co. at (619) 223-5555. For those with their own transportation,

there is some street parking (metered up to 6 pm) and a number of parking garages in the area.

**WELCOME:** Mitch Woodbury, *president, San Diego Symphony*

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**San Diego Youth Symphony and Conservatory**

"Tomorrow's Leaders Are Performing With Us Today"



# THE OLD GLOBE

## Balboa Park

*Transportation on own*

The Old Globe Theater is located in Balboa Park, a 15-minute drive from the Westin San Diego and a 10-minute drive from Copley Symphony Hall. Free parking is available. The theater



entrance is a short 10-minute walk from the parking lot and no shuttles are available for the disabled, but drivers can drop off passengers at the entrance before parking. The cab fare to and from the hotel averages \$12 and as many as four passengers can share the ride. For those attending the Overture Party, cabs can be hailed at the Sheraton Suites next door to Copley Symphony Hall, or independent arrangements can be made by calling Orange Cab Co. at (619) 223-5555. It is recommended that theatergoers arrive at least 1/2 hour prior to curtain to ensure that there is time to park and find seating. To book a return trip, contact any theater employee and they will make arrangements for pick-up after curtain.

### ■ **Cyrano de Bergerac**

One of the greatest and most produced plays of all time, this big and audacious production is equal parts, drama, comedy, action-adventure and old fashioned love story. Time: 3 hrs.

### ■ **The First Wives Club**

A World Premiere, Broadway-Bound musical, this is a funny, moving and empowering story based on the smash-hit movie comedy and Olivia Goldsmith's bestselling novel. Time: 2.5 hrs.

### ■ **The Mystery of Irma Vep**

An hilarious comedy that satirizes everything from Hitchcock's *Rebecca* and *Victorian Melodrama* to *The Mummy's Curse*. Time: 2.5 hrs.

[www.oldglobe.org](http://www.oldglobe.org)

To purchase tickets, call Dani Meister at (619) 238-0043 extension 2408 and refer to the ACSO group to receive the group rate.

**\$ ADVANCE REGISTRATION REQUIRED**

7:30 AM - 4 PM

## Registration & Resource Room Open **CRYSTAL II**

THROUGHOUT THE DAY

ALL

## Ask the Experts: Free 30-Minute Consults **BOARDROOM (UNLESS OTHERWISE ARRANGED)**

7:30 - 10 AM

MANAGEMENT, GOVERNANCE

### **POWER SEMINAR:** **Great Music Builds Vibrant Communities**

**OPAL**

Using concepts from the renowned "Blue Ocean Strategy," this seminar will focus on how your organization can remain relevant and better mobilize your community for increased funding, audience participation and Board effectiveness. You will work through the 4 Actions Framework deciding what programs to keep and what to jettison. Continental breakfast included.

**Kathryn Martin**, *vice president, Arts Consulting Group*

**Bruce D. Thibodeau**, *president, Arts Consulting Group*

**\$ ADVANCE REGISTRATION REQUIRED**



8:30 - 10 AM

OUTREACH, GENERAL

## **1. Values-Based Advocacy: Remedies for Rough Seas** **DIAMOND I**

In June 2008, the National Performing Arts Conference in Denver identified major challenges facing the performing arts, among them: Our communities do not sufficiently perceive the value, benefits and relevance of the arts, which makes advocacy and building public support for the arts a challenge at every level. This panel will explore how some communities are addressing the challenge and offer practical, tested examples of how to build and strengthen community relationships, develop effective messages and move the arts into leadership positions.

**MODERATOR: Jane Hill**, *consultant; former executive director, Sacramento Philharmonic*

**Robert Gleason**, *advocacy committee chair, San Diego Commission for Arts & Culture*

**Judith Kurnick**, *vice president for strategic communications, League of American Orchestras*

**Dalogue Smith**, *president & CEO, San Diego Youth Symphony & Conservatory*

## 2. Running a Tight Ship: Using the Internet for All Your Office Administration

### DIAMOND II

Even 'Old Salts' can learn new tricks for keeping their crews efficient and on course. See firsthand how two symphony orchestras are leveraging state-of-the-art web-based systems to support day-to-day operations. This is a tour de force that touches on every aspect of daily operations: fundraising, marketing, finance, communications and more. Featuring a real-time demonstration, you will see a day in the life of the orchestra . . . live from the desktop.

**Nelson Dodge**, *executive director, New West Symphony*

**Issy Roberts**, *director of operations, San Luis Obispo Symphony*

SPONSORED BY  **Tapestry**

Revolutionising the Charity World via Technology and Service

## 1. Budgets and Forecasts: Batten Down the Hatches!

### DIAMOND II

Staying afloat has become a titanic challenge. Forecasting and re-forecasting is the name of the game in this uncertain economy, and paying attention to trends and numbers really matters. We'll discuss the nuts and bolts of budgets—assumptions, formats, tools and timing—and even those red (or white?) flags that can make the difference between capsizing and clear sailing into the future.

**Steven Bronfenbrenner**, *principal, B Squared Consulting*

**Seth Goldman**, *chief financial & administrative officer, San Diego Symphony*

**Maya Rath**, *finance director, Oakland East Bay Symphony*

SPONSORED BY **Andrea Laguni**

## 2. Meet the Funders: The Big Kahunas

### DIAMOND I

Understanding is the lifeline to financial survival. How are institutional funders making decisions about whom to fund and how much to give in today's economic climate? Hear from key, staunch arts supporters from the foundation and corporate worlds and orchestra development staff about their values and criteria, the current issues they are facing, what's ahead for the field, and how you can strengthen your organization's case for support.

**MODERATOR: Sandy Galin**, *director of development, New West Symphony*

**Christine Deardorff**, *director of development, San Diego Symphony*

**Ruth Eliel**, *executive director, Colburn Foundation*

**Shelley Hoss**, *president, Orange County Community Foundation*

SPONSORED BY

**Christopher Minnes in Memory of Karine Beesley**

10:15 - 11:45 AM

ARTISTIC

### 3. Do We Need to Change Our Tune?: Sea Shanties and Water Music

**OPAL**

You're maneuvering through waves of shrinking budgets and increased expectations—how do you avoid a wipeout? Maintaining your artistic integrity while balancing the budget takes skill and savvy. We're here to help with an eye-and-ear-opening discussion of music making in today's economy.

**MODERATOR: David Ramadanoff**, *music director, Vallejo Symphony*

**Helene Anderson**, *artistic administrator, Los Angeles Philharmonic*

**Michael Nowak**, *music director, San Luis Obispo Symphony*

**Tommy Phillips**, *artistic administrator, San Diego Symphony*

SPONSORED BY  **ASCAP**

12 - 2 PM

ALL

### Interview and Luncheon with Michael Kaiser CRYSTAL I

ACSO president Sandi Sigurdson interviews Michael Kaiser, president of the John F. Kennedy Center for the Performing Arts. Dubbed "the Turnaround King" for his work at numerous arts institutions, Michael has earned international renown for his expertise in arts management. Enjoy the wit and wisdom of Michael as he shares three decades of experience in resuscitating organizations once on life support including Alvin Ailey Dance Theatre, the American Ballet Theatre and London's Royal Opera House.



**INTRODUCTION: Rachel Fine**, *executive director, Los Angeles Children's Chorus*

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

**\$ ADVANCE REGISTRATION REQUIRED**

SPONSORED BY **Joyce Fienberg**

## 1. Conversations with Union Leaders: Riding Tandem

### DIAMOND I

A panel of American Federation of Musicians' representatives will share the state of unions, how they view relationships with orchestras, views of the economy vis-à-vis collective bargaining agreements and new strategies.

**MODERATOR: Andrea Laguni**, executive director, Los Angeles Chamber Orchestra

**John Acosta**, president, Local 47, Los Angeles

**Chris Durham**, director of symphonic services, American Federation of Musicians

**Frank Glasson**, president, Local 325, San Diego

**Bob Sanders**, president, Local 7, Orange County

**SPONSORED BY Maya Rath**

## 2. So Many Ideas . . . So Little Time: Oceans of Opportunity

### OPAL

Fathomless options for education programs focused on instrumental training vs. pure music appreciation programs are sure to get you stoked—but how can your orchestra manage this hands-on approach? We'll help you sift through all the possibilities for education programs to identify choices that are both effective and pragmatic for your organization.

**MODERATOR: Adrienne Valencia**, director of education, San Diego Symphony

**Pamela Blaine**, vice president of education & community programs, Pacific Symphony

**Jerri Price-Gaines**, director of education & community engagement, Pasadena Symphony

**Andrea Stoner**, music education director, San Luis Obispo Symphony

**SPONSORED BY Sara Salsbury**

## 3. Fundraising: Steady Strokes to Success

### DIAMOND II

Are you drowning your list of prospects while leaving your cultivation efforts high and dry? Learn the secrets to a balanced and buoyant development department. This session covers the all-important basics: engaging board members, creating quality materials, implementing a donor tracking system, and clearly defining roles and responsibilities. Strong and steady strokes will keep you in the swim.

**Kelly Ruggirello**, president, Pacific Chorale

**SPONSORED BY Katherine E. Akos**

3:45 - 5 PM

MARKETING, TECHNOLOGY

## 1. Social Media and the Web World: Dive In, the Water's Fine

### DIAMOND II

If you're still at water's edge pondering if, when, and how to catch the wave of web-based communicating, consider this session your life raft. We will help you decide if integrating YouTube, Facebook, Google, Twitter, texting offers to mobile phones, and more can enhance your marketing plan.

**Patty Gessner**, *marketing consultant, San Rafael*

**Lacey Huszcza**, *associate director of special events & promotions, Los Angeles Chamber Orchestra*

**Dafna Kapshud**, *director of marketing, San Francisco Performances*

SPONSORED BY **Stacey Street**

3:45 - 5 PM

MANAGEMENT, GOVERNANCE

## 2. Keeping Afloat: Riding Out the Storm

### DIAMOND I

Sub prime, housing short sales, job losses and freezes, portfolios in the tank, toxic assets—the economic undertow seems inescapable. What values can be identified to help your organization survive and eventually thrive? Hear from some corporate and executive directors who have found a way to navigate to calmer waters.

**MODERATOR: Sean Sutton**, *executive vice president & COO, Pacific Symphony*

**John Evans**, *vice president, Wells Fargo Bank; board member, Pacific Symphony*

**Edward B. Gill**, *executive director, San Diego Symphony*

**Lora Unger**, *general manager, Pasadena Symphony Association*

SPONSORED BY **Lou Bartolini**,  **WESTAMERICA BANK**

## San Diego Symphony Summer Pops Concert & Fireworks Spectacular

5:45 PM Board buses at Broadway Street entrance

6 PM Dinner al fresco

7:30 PM Concert

Enjoy dinner in the VIP tent in the heart of the city at the picturesque Embarcadero Marina Park South. Get ready as the Great White Way comes to San Diego Bay in an exciting night of numbers from *Miss Saigon*, *Hairspray*, *Wicked*, *Rent* and much more! Finally, be dazzled with the fireworks spectacular over the San Diego Bay.





8 AM - 12 PM

## Registration & Resource Room Open **CRYSTAL II**

THROUGHOUT THE DAY

ALL

## Ask the Experts: Free 30-Minute Consults **BOARDROOM (UNLESS OTHERWISE ARRANGED)**

8:30 - 10 AM

YOUTH, EDUCATION

### 1. Youth Confab: Surfing for Common Topics to Discuss?

#### **PEARL**

Transforming gremmies and beach bunnies into competitive musicians is a complex and costly maneuver. This special double session allows for in-depth discussion of the myriad issues involved. Hot topics may include, but will not be limited to, programming, economic survival, auditions, member fees, scholarship policies, fundraising, school music relations, your board, coaching, chamber music, parent volunteers, tickets and audience development, touring options, community collaborations and camps.

**MODERATOR:** *Sara Salsbury, general manager, Peninsula Youth Symphony*

*Jim Hogan, executive director, California Youth Symphony*

*Wendy Howe, executive director, Young People's Symphony Orchestra*

8:30 - 10 AM

MANAGEMENT

### 2. Managing the Stress of Change: Lifeguard Training

#### **DIAMOND I**

As an executive in a time of great flux, do you often feel like you're underwater or drowning? How do successful executives shore up their mental faculties to deal with difficult staffing or programmatic changes? This session will clarify, refine and engage your internal compass that will guide you safely through the personal and professional challenges of your profession.

**INTRODUCTION:** *Kelly Ruggirello, president, Pacific Choral*

*Robert L. Bernatz, Ph.D., president, Insight Global*

**SPONSORED BY Sean Sutton**

**8:30 - 10 AM****EDUCATION**

### **3. Build a Rubric: Catch a Wave**

#### **OPAL**

This class will have you shredding the waves in no time! A rubric is a tool that can help guide program development and evaluate program effectiveness. Writing a rubric is not rocket science but it does take some skill. In this humorous and hands-on session you'll gain the skills necessary for developing rubrics that meet the needs of your education programs.

**Ron Jessee**, *coordinator, Visual and Performing Arts, San Diego County Office of Education*

**SPONSORED BY Adrienne Valencia**

**8:30 - 10 AM****MANAGEMENT, GOVERNANCE**

### **4. Safe Harbor: Strategic Planning for a Sure Future**

#### **DIAMOND II**

As orchestra resources are stretched more than ever, we must focus our mission, fine-tune our operations, and prioritize our activities. Don't be blown off course. Strategic planning is the way to assure our communities and our supporters that we continue to be good stewards of their resources in these challenging times. Speakers will review the strategic planning process of the Oakland East Bay Symphony and examine the impact after one year of implementation.

**Jennifer Duston**, *executive director, Oakland East Bay Symphony*

**Paul Garrison**, *chairman, Oakland East Bay Symphony*

**Gary Good**, *vice president for development, Pacific Symphony*

**SPONSORED BY Stephen J.M. (Mike) Morris**

**10:15 - 11:45 AM****YOUTH, EDUCATION**

### **1. Youth Confab Redux**

#### **PEARL**

Continue the earlier session for more in-depth discussions among your peers.

**10:15 - 11:45 AM****GOVERNANCE**

### **2. Developing a Dynamic Board: On Board and On Target**

#### **DIAMOND II**

An engaged and committed Board is an essential ingredient to a healthy and robust organization. This session will explore topics of governance, roles and responsibilities of individual board members and board committees, leadership development, assessment tools, and how to maximize your Board's effectiveness while creating a rewarding experience for all. Recommended for Board and Staff.

**Katherine E. Akos**, *consultant, Katherine Akos Consulting Services*

**SPONSORED BY Harry Jacobs**

### 3. Intergenerational Conversations: All the Fish in the Sea

#### DIAMOND I

We are all swimming in the same waters, but can we communicate and collaborate effectively? How can understanding generational differences inform your approach to volunteer and staffing recruitment and retention? Do you know what differences you may find working with boomers, gen x-ers and traditionalists? How about the millennials? Have fun learning what the “people future” may hold.

**INTRODUCTION:** Sean Sutton, *executive vice president & COO, Pacific Symphony*

**Dr. Robert Sniderman, Ph.D., SPHR, associate, Interchange Group**

**SPONSORED BY**

**San Luis Obispo Symphony Board of Directors**

12 - 2 PM

ALL

### Luncheon with guest speaker Rob Kapilow “All You Have To Do Is Listen”

#### CRYSTAL I

For more than 15 years, Rob Kapilow has brought the joy and wonders of classical music—and unraveled some of its mysteries—to audiences of all ages and backgrounds. Characterized by his unique ability to create an “aha” moment for his audiences and collaborators, whatever their level of musical sophistication or naiveté, Kapilow’s work brings music into people’s lives: opening new ears to musical experiences and helping people to listen actively rather than just hear.



PHOTO BY PETER SCHAAF

**MODERATOR:** Cynthia Shilkret, *human resources manager, Southern California Edison*

**ADVANCE REGISTRATION REQUIRED**

**SPONSORED BY Cynthia Shilkret**

**Drawing for the 25-bottle Connoisseur’s Collection of Fine Wines**

## **Innovative Case Studies: Hang 10 in 20 Minutes** **DIAMOND I**

These roundtable mini-presentations offer great new ideas and information in just 20 minutes. Attendees change tables three times. This is your last opportunity at ACSO Conference 2009 to catch a wave and learn a new skill.

### **1. A Celebratory Year**

Here are tons of ideas for you to take away from an organization that knows how to do it right. LACO celebrated its 40-year anniversary this season and wants to share the success.

**Los Angeles Chamber Orchestra team**

### **2. To License or Not to License: That Is the Question!**

We all need a license to drive, but when do we need a license to play music or promote certain events and concerts? What you need to know about licenses, and licensing: the who, what, where, when and why of licensing, from Artists to the Web.

**Jim Medvitz**, *president, JM Music*

### **3. Radical Revenue**

Get an update on how one symphony is engaging its community and growing its fundraising capacity to build a stronger base of support.

**New West Symphony team**

### **4. Going Green: It's Not Just About Recycling!**

Arts organizations are taking "going green" seriously. From recycling to paperless marketing, get some new ideas to bring home to your organization!

**Erin Browne Montoya**, *conference coordinator,*  
*Association of California Symphony Orchestras*

### **5. Concerts Reach Latino Families**

Santa Cecilia Orchestra in Los Angeles has a specific mission to reach the Latino Community. Their audience is made up of 90% Latino families. Come and hear all about it.

**Sonia Marie De Leon de Vega**, *music director, Santa Cecilia Orchestra*

### **6. Music Memory: The Beta Year**

Orchestra Nova (formerly San Diego Chamber Orchestra) launched the national listening-based program Music Memory this past year. Learn about the program, how the first year went, plans for next year, and feedback from the teachers involved.

**Paige Satter**, *artistic administrator & education/outreach coordinator,*  
*Orchestra Nova San Diego*

**SPONSORED BY Noralee Monestere**

## La Jolla Chamber Music Society Concert

La Jolla Music Society presents an evening of works by great 20th Century Romantic composers, including Webern, Barber, Janáček, Hindemith and Bruch at the Museum of Contemporary Art in La Jolla. Performance time is 7:30 PM. Tickets are \$40/60. Box office: (858) 459-3728. [www.ljcms.org](http://www.ljcms.org)

*Transportation and ticket arrangements on own. La Jolla is located about 20 minutes from downtown San Diego.*

## Pacific Symphony Concert

Pacific Symphony in Orange County offers free tickets to its performance of Orff's *Carmina Burana* at the Verizon Wireless Amphitheater in Irvine. Gates open for picnics at 6 PM; concert at 8 PM. [www.pso.org](http://www.pso.org)

*Transportation on own. Irvine is located about 1.5 hours north of downtown San Diego.*

**\$ ADVANCE REGISTRATION REQUIRED**

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**THANK YOU FOR ATTENDING THE  
41st ANNUAL CONFERENCE**

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SCRIPPS PIER, LA JOLLA

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## 2009-2010 ACSO Next Season

- **ACSO Skill-building Workshops**  
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- **Webinar Wednesdays**  
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- **Mid-Winter Managers' Meeting**  
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- **42nd Annual Conference in San Francisco**

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**Deborah Rutter**, **Louis G. Spisto**, **Jean Squair\***, **Joseph Truskot**

\*DECEASED

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**Kris Sinclair**, *executive director*  
**Caroline Firman**, *executive assistant*  
**Erin Browne Montoya**, *conference coordinator*



## Association of California Symphony Orchestras

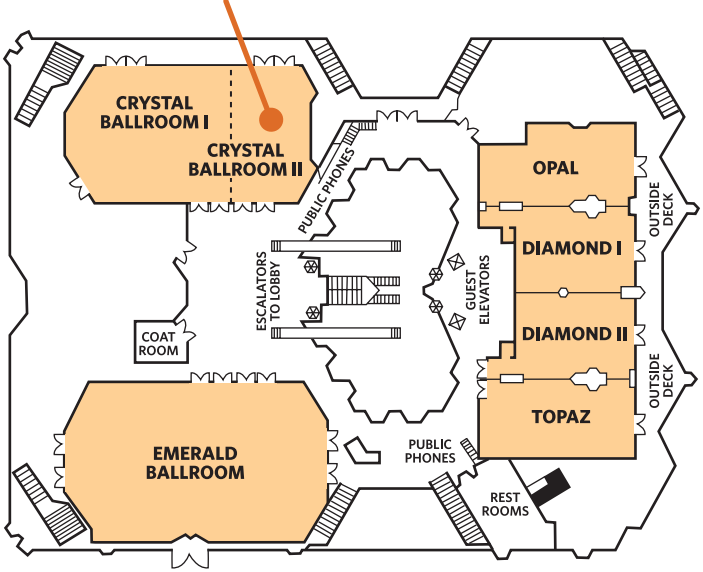
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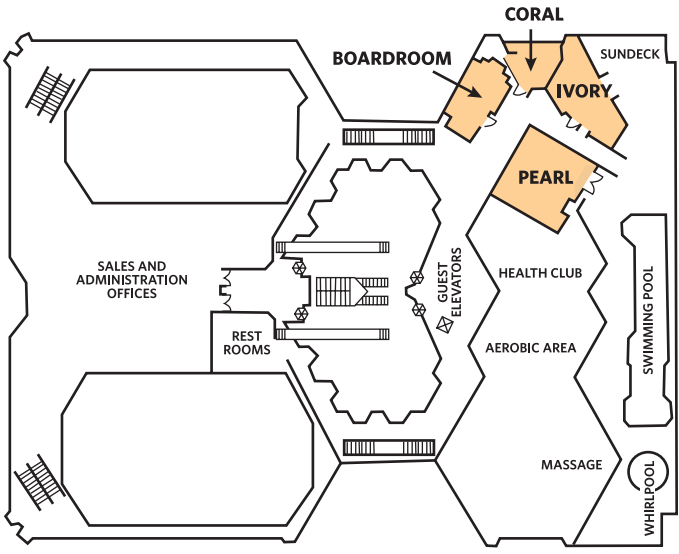
# HOTEL FLOOR PLAN

## THE WESTIN SAN DIEGO

### ACSO REGISTRATION AND RESOURCE ROOM

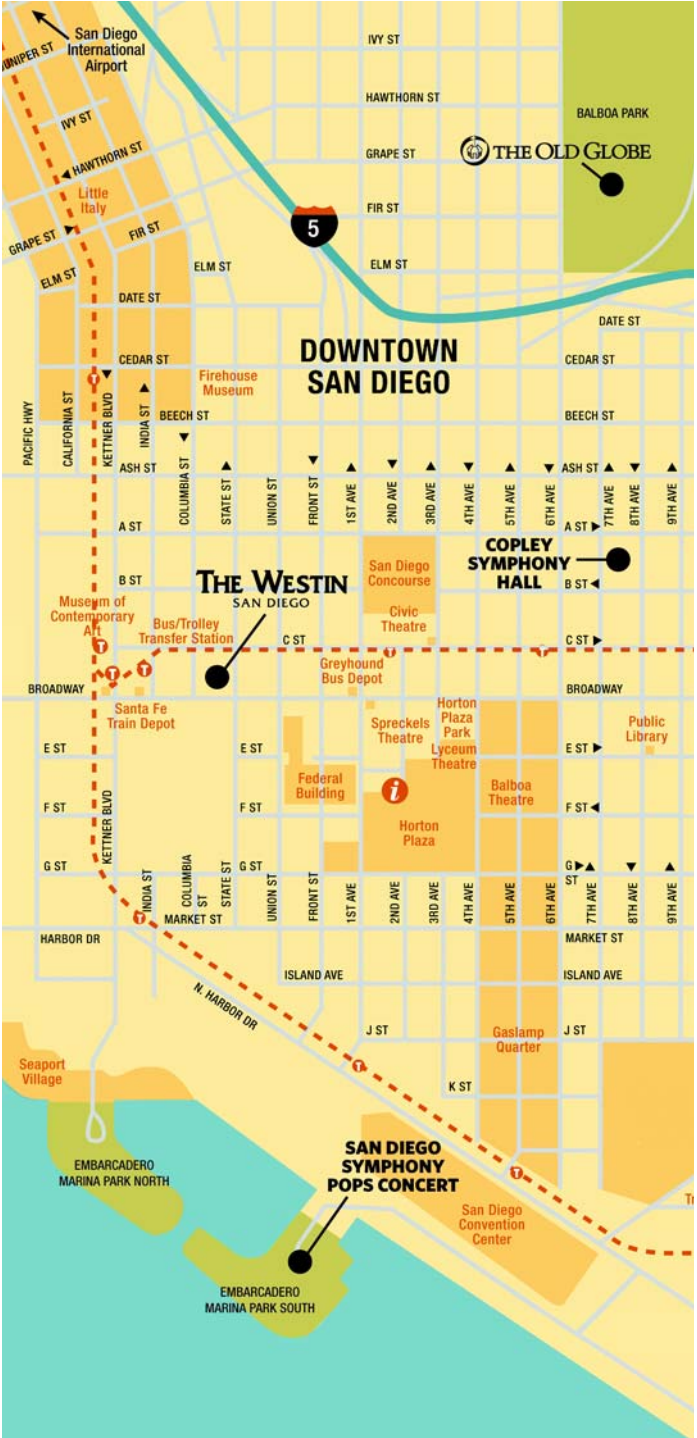


### SECOND FLOOR



### THIRD FLOOR

# AREA MAP



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