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SYMPHONY ORCHESTRAS

presents



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REWARD

**44TH ANNUAL
CONFERENCE**

July 26–28, 2012
San Francisco

*Hosted by the
San Francisco Symphony*

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ASSOCIATION OF CALIFORNIA
SYMPHONY ORCHESTRAS

MA in ARTS MANAGEMENT

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CONFERENCE QUICK LOOK

Wednesday, July 25, 2012

3 – 4:30 PM	ACSO Board Meeting	KYOTO
5 – 6 PM	Resource Room Available for Vendor Set-Up	SAKURA A
6 PM – 8 PM	ACSO Board and Major Donor Gathering <i>(by invitation only)</i>	

Thursday, July 26, 2012

ASK THE EXPERTS throughout the day.

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

8 AM – 4 PM	Registration and Resource Room Open	SAKURA A
10 – 10:45 AM	Conference Orientation & ACSO Annual Meeting	IMPERIAL A
10:20 – 10:45 AM	Association of California Symphony Orchestras' Annual Meeting	IMPERIAL A
11 AM – 1 PM	Peer Forums	SEE PAGE 9
1:30 – 2:45 PM	PLENARY I "Emotional Fluency and the Entrepreneurial Spirit"	IMPERIAL A
3 – 4:40 PM	PLENARY II "From the Front Lines"	IMPERIAL A
7:30 PM	Wizard of Oz Concert, San Francisco Symphony, Davies Symphony Hall	

Friday, July 27, 2012

ASK THE EXPERTS throughout the day.

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

8 AM – 4 PM	Registration and Resource Room Open	SAKURA A
8:30 – 10 AM	1. Let's Take it from the Top: Board Orientations and Development	OSAKA
	2. You Don't Need a Crystal Ball: Strategic Foresight Helps Us Plan for the Future	KYOTO
	3. The Price is Right: Competitive Bid Procedures	SAKURA B&C
10:15 AM – 12 PM	1. From the Musician's Stand	OSAKA
	2. New Thinking about Strategic Planning: An Open Forum	KYOTO
	3. Community Engagement: Three Absolutely Great Projects!	SAKURA B&C
12 – 2 PM	Luncheon with Rita Moreno	IMPERIAL A
2:15 – 3:30 PM	1. Development: The Ultimate Balancing Act	OSAKA
	2. How Strong Boards Govern	KYOTO
	3. Join the Revolution!	SAKURA B&C
3:45 – 5 PM	1. Keep Your Financial Balance!	OSAKA
	2. Youthful Enthusiasm	KYOTO
	3. New Marketing for NOW	SAKURA B&C
5:30 – 7 PM	A Spirited Reception	IMPERIAL A

Saturday, July 28, 2012

ASK THE EXPERTS throughout the day.

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

8 AM – 3 PM	Registration and Resource Room Open	SAKURA A
8:30 – 10 AM	1. Youth Orchestras Confab	OSAKA
	2. What's in YOUR Contract?	KYOTO
	3. Special Event Fun(d)raising	SAKURA B&C
10:15 AM – 12 PM	1. It's Great to be Small	OSAKA
	2. El Sistema-inspired Programs: the Conversation Continues	KYOTO
	3. Flex, Bend, Twist and Tweak: Dynamic Pricing	SAKURA B&C
12 – 2 PM	Luncheon with guest speaker Pete Docter	IMPERIAL A
2:30 – 4 PM	1. Powerful Websites that Engage Audiences	KYOTO
	2. Innovative Case Studies	SAKURA B&C
7:30 PM	Pixar Concert, San Francisco Symphony, Davies Symphony Hall	

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He has performed with hundreds of orchestras here and abroad including the New York Philharmonic and Philadelphia Orchestra among others. His repertoire includes over forty concerti. Leon also offers exciting residencies.



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WELCOME

On behalf of the San Francisco Symphony's musicians, staff, and Board of Governors, it is my great pleasure to welcome you to the 44th Annual ACSO Conference. This month, the San Francisco Symphony concludes a yearlong celebration of our Centennial. We have celebrated our Orchestra and the vibrant cultural landscape we've enriched and that has inspired us throughout our first century. We have also begun to define what we want to be in our second century.



The ACSO Conference presents us all with opportunities to celebrate and define. Here, people from orchestras all across California come together to enrich our field, share ideas, strengthen connections with the communities we serve, and envision the future of our art form.

The San Francisco Bay Area has long been a center for innovation, known for leading the way with technology and new ideas. No place is more fitting to embrace the Conference's theme, and to see our field through an entrepreneurial lens.

This is an important time for orchestras, as we seek to shape our future. That future lies in stronger connections to our community and to our audiences, audiences changing right before our eyes. As we grapple with new challenges and seize new opportunities, ACSO offers us all a place to exchange ideas and get closer to each other. These are necessary first steps to strengthening ties with those for whom our orchestras perform.

We hope you take advantage during your stay of everything San Francisco has to offer, including two special concerts by the SF Symphony. Welcome to our City, and to the Conference.

A handwritten signature in black ink that reads "John D. Goldman". The signature is fluid and cursive, written on a light-colored background.

John Goldman, *president, San Francisco Symphony*



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GREETINGS

On behalf of our hard working and excellent Board of Directors, welcome to ACSO's 44th Annual Conference.



This year we are offering a host of programs that you will find interesting and informative, presented by speakers who are more than well qualified to present and to answer your questions. These sessions are more fun and better for all when interactive—so ask those questions—you and the speakers will benefit.

We very much appreciate the generous support of our host orchestra, the San Francisco Symphony. If possible, be sure to make the Summer and the Symphony programs Thursday and Saturday evenings. And many thanks to our generous Conference sponsors. You make all the difference and add importance to our work and the Annual Conference.

When Conference winds up, you may well have questions or comments for us to consider. If so, please let us know.

Finally, a big hand for our Conference co-chairs, Chris Ayzoukian and Noralee Monestere McKersie and the Conference committee who have given greatly their time to make this Conference a great event.

A handwritten signature in black ink that reads "Stephen Morris".

Mike Morris, *president, ACSO; past president and board member, Ojai Music Festival*



ASSOCIATION OF CALIFORNIA
SYMPHONY ORCHESTRAS

CONFERENCE NOTES

■ Conference Registration, Tickets and Resource Room

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

■ Resource Room Hours

Wednesday, July 25	5 PM–6 PM (Vendor Set-up)
Thursday, July 26	8 AM–4 PM
Friday, July 27	8 AM–4 PM
Saturday, July 28	8 AM–3 PM

■ What's in the Resource Room?

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

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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.



The ACSO Conference is on Twitter. Join the conversation #ACSO2012

SPECIAL THANKS

■ Many thanks to our 2012 Host, the San Francisco Symphony

■ 2012 Conference Chairs

Chris Ayzoukian, Noralee Monestere McKersie

■ Members of the 2012 Conference Committee

Maya Rath, Sean Sutton, Oliver Theil, Paul Jan Zdunek

Special thanks to the following friends of ACSO who have provided in-kind services or merchandise during the year or for the 44th Annual Conference.

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Athena Design, Ginny Laughlin

California Symphony

Charles Bamforth, UC Davis
Dept. of Food Science and
Technology

Cypress Restaurant

Bloomingdale's

Jeanette Bovard, editorial
consultant

Debbie Chinn and Carmel Bach
Festival

Mary C. Falvey

Fountaingrove Inn

Patty Gessner

Brian Taylor Goldstein

Hollywood Bowl

Hotel Kabuki

Jones Coffee Roasters

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Los Angeles Chamber Orchestra

Los Angeles Philharmonic

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Pacific Chorale

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Pasadena Symphony and POPS

Quartet San Francisco

Maya Rath

Reznick Group LLP, Sacramento

Joanne Rile

Kelly Ruggirello

Sacramento Philharmonic

San Bernardino Symphony

San Francisco Symphony

Santa Rosa Symphony

George Sinclair

South Coast Plaza

Joe Truskot

Walnut Creek Marriott

SCHEDULE OF EVENTS

Wednesday, July 25, 2012

3 – 4:30 PM

ACSO Board Meeting

KYOTO

5 – 6 PM

Resource Room Available for Vendor Set-Up Only **SAKURA A**

6 PM

ACSO Board and Major Donor Gathering

BY INVITATION ONLY

Thursday, July 26, 2012

ASK THE EXPERTS throughout the day.

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

SPONSORED BY DWYNE WILLIS

8 AM – 4 PM

Registration and Resource Room Open

SAKURA A

10 – 10:45 AM

1. Conference Orientation and ACSO Annual Meeting

IMPERIAL A

Eliminate risk—be prepared to make the most of your Conference experience. Start here to find all the tools you need to custom-fit these three days of learning and sharing into a richly rewarding journey of discovery, inspiration, and encouragement.

Kelly Ruggirello, *president, Pacific Chorale*

Kris Sinclair, *executive director, ACSO*

SPONSORED BY MAYA RATH

2. Association of California Symphony Orchestras' Annual Meeting

IMPERIAL A

(immediately following the Orientation)

■ Welcome

Brent Assink, *executive director, San Francisco Symphony*

■ Election of New ACSO Officers

■ California Arts Council News

Craig Watson, *executive director, California Arts Council*

■ Most Valuable Player Awards Presentation

Stephen J.M. (Mike) Morris, *president, Association of California Symphony Orchestras*

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11 AM – 1 PM

Peer Forums

Sharing knowledge: this is where our path to discovery begins. Join your peers for this once-a-year, unparalleled opportunity to build your network and enhance your professional expertise by meeting, mingling, and exchanging information with your colleagues. It's the perfect prelude to a Conference that fosters confidence, creativity, comprehension, and connections through interaction and sharing.

- | | |
|--|---------------------------|
| 1. Managers with budgets over \$1 million
Alan Silow, <i>executive director, Santa Rosa Symphony</i> | GARDEN A |
| 2. Board Members with budgets over \$1 million
Melinda Shea, <i>president, Pasadena Symphony and POPS</i> | OSAKA |
| 3. Managers with budgets \$500,000 to \$999,999
Jan Derecho, <i>executive director, Santa Cruz County Symphony</i> | IMPERIAL A |
| 4. Board Members with budgets \$500,000 to \$999,999
Dean McVay, <i>board member, San Bernardino Symphony</i> | OSAKA |
| 5. Managers with budgets under \$499,999
Francie Levy, <i>executive director, Tulare County Symphony</i> | IMPERIAL A |
| 6. Board Members with budgets under \$499,999
Florence Kabot, <i>past president, Tulare County Symphony</i> | OSAKA |
| 7. Marketing Directors and Staff
Cathy Levin, <i>associate director of marketing, San Francisco Symphony</i> | KYOTO |
| 8. Public Relations Directors and Staff
Jayce Keane, <i>director of public relations, Pacific Symphony</i> | SAKURA C |
| 9. Development Directors and Staff
Andrea Bell, <i>director of development, Oakland East Bay Symphony</i> | SPRING B |
| 10. Operations and General Managers
Everett L. Doner, <i>director of operations, New Century Chamber Orchestra</i> | SAKURA C |
| 11. Finance/IT Staff and Volunteers
Sean Sutton, <i>executive vp and coo, Pacific Symphony</i> | KOSAKURA BOARDROOM |
| 12. Education Staff and Volunteers
Pam Blaine, <i>vp of education & community engagement, Pacific Symphony</i> | SPRING C |
| 13. League and Guild Volunteers
Carolyn Eggleston, <i>board member, San Bernardino Symphony Guild</i> | SAKURA B |
| 14. Youth Orchestra Staff and Volunteers
Julia Copeland, <i>executive director, Youth Orchestras of Fresno</i> | SAKURA B |
| 15. Conductors
Bruce Kiesling, <i>music director, Tulare County Symphony; YOLA</i> | SAKURA B |

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

- | | |
|---|-----------------|
| 16. YouTube Symphony: All You Ever Wanted to Know!
Jessica Lustig, <i>founding partner, 21C Media Group</i> | SPRING A |
|---|-----------------|

\$ advance registration required for box lunch

SPONSORED BY LEGALSHIELD



1:30 – 2:45 PM

PLENARY I—“Emotional Fluency and the Entrepreneurial Spirit”

IMPERIAL A



At the start of his career, author of The New York Times bestseller *EMOTIONAL EQUATIONS: Simple Truths for Creating Happiness + Success*, Chip Conley believed that in order to become a successful CEO he'd have to become superhuman. But after 24 years as CEO of the company he founded (Joie de Vivre Hospitality, the second largest boutique hotelier in the world), he came to realize that the best business leaders aren't superhuman, they're simply super humans who've become Chief Emotions Officers.

Chip will share how to be more emotionally fluent in leadership while enhancing the entrepreneurial spirit of employees.

Chip Conley, founder, *Joie de Vivre Hospitality*; author

INTRODUCTION: Chris Ayzoukian, director of recorded media and special projects, *Los Angeles Philharmonic*

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3 – 4:40 PM

PLENARY II—From the Front Lines

IMPERIAL A

By definition, entrepreneurs are both leaders and trailblazers. They have the ability to recognize a specific need, the skills to design and implement a solution, and the drive to start a business based on that solution. This entrepreneurial model is especially relevant in our ever-changing and creatively-demanding world of music/arts performance and presentation. Hear from people who have taken risks—not so much in what is performed on the stage, but around the edges with our orchestras, our audiences, our facilities, our media, our marketing, our demographics, and our community programs. By envisioning and implementing new ways to attract and retain audiences, they have focused an entrepreneurial mindset on the key factors necessary for continued success.

Brent Assink, executive director, *San Francisco Symphony*

Jessica Lustig, founding partner, *21C Media Group*

Sarah Lutman, former executive director, *Saint Paul Chamber Orchestra*

John Steinmetz, *Los Angeles freelance bassoonist, composer, UCLA faculty member*

Paul Jan Zdunek, president/ceo, *Pasadena Symphony and POPS*

MODERATOR: Steven Winn, *San Francisco journalist, critic and author*

COORDINATOR: Polly Winograd Ikonen, *Centennial Season project manager, San Francisco Symphony*

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The Association of California Symphony Orchestras is supported in part by grants from the California Arts Council and the National Endowment for the Arts

7:30 PM

Summer and the Symphony Wizard of Oz Concert



Put on your ruby slippers and follow a road of any color to Davies Symphony Hall for a magical evening! Watch the classic movie *The Wizard of Oz* while the San Francisco Symphony plays the lush score, and through

technical wizardry, even accompanies Judy Garland, Ray Bolger, and all the other characters in the songs you've known since childhood. Pay no attention to that man behind the curtain, but don't miss this great and powerful event.

Michael Francis, *conductor*

Post Concert: Celebrate Conference and Camaraderie at the Overture Party

HOSTED BY THE SAN FRANCISCO SYMPHONY



\$ advance registration required

Wattis Room, Davies Symphony Hall, 201 Van Ness Avenue

Transportation on own

SCHEDULE OF EVENTS

Friday, July 27, 2012

ASK THE EXPERTS throughout the day.

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

SPONSORED BY KELLY RUGGIRELLO

8 AM – 4 PM

Registration & Resource Room Open

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8:30 – 10 AM

1. Let's Take it from the Top: Board Orientations and Development **OSAKA**

Bringing new board members up to speed, as well as ongoing education and development of your organization's governors is not just important—it's crucial. In-depth knowledge of your mission and operations, along with the basic understanding of the orchestra industry, are critical factors to keeping them engaged and empowering them to be effective trustees of your organization. This session examines board orientations and ongoing board member development through sample models along with interactive case studies that allow participants to address current board issues affecting their own orchestras.

Michael Costa, *executive director, Philharmonia Baroque Orchestra*

Dave Tompkins, *executive director, Modesto Symphony*

SPONSORED BY MIREYA JONES

2. You Don't Need a Crystal Ball: How Strategic Foresight Helps Us Plan for the Future KYOTO

Do you have ESP? Can you acquire it? Perhaps the most radical lesson of strategic foresight is an improved awareness of the present. By exploring the unpredictable nature of future events, this interactive session provides an introduction to strategic foresight and explores external trends and factors that affect the future of our organizations. We will explore assumptions about the future and brainstorm some possible scenarios for California orchestras and discuss ways of meeting future challenges today.

Lisa Eriksen, *principal, Lisa Eriksen Consulting*
Johanna Fassbender, *education director, Hayward Area Historical Society*

SPONSORED BY JAMES DRUMMY

3. The Price is Right: Competitive Bid Procedures SAKURA B&C

This session will empower you with the tools to determine the “right” price for all aspects of your business—from production and marketing vendors to artistic negotiations. We will focus on a best practices approach to research, competitive bidding and vendor/manager relationship building. In addition, we'll explore return on investment scenarios and how you can best serve your organization and community while living within your financial means.

Beverly Lambert, *ceo, Orchestra Nova San Diego*
Laura Liepins, *director of artistic administration and career development, The Colburn School*
Lora Unger, *general manager, Pasadena Symphony and POPS*

10:15 AM – 12 PM

1. From the Musician's Stand OSAKA

No one is more invested in the music business than the performers! We've asked highly-regarded musicians to share their insights on new ways of operating; new ways of looking at their careers. Organizations often credit their ills to various circumstances—over-dependency on a single donor, lack of corporate funding, weak board leadership, or unwieldy union contracts. What, from the musicians' standpoint, are the crucial issues and answers? This session will be a frank discussion about the new reality of operating an orchestra in 2012 and beyond—the tide has changed!

Randy Keith, *principal bass, Santa Rosa Symphony*
Thalia Moore, *associate principal cello, San Francisco Opera*
John Steinmetz, *Los Angeles freelance bassoonist, composer, UCLA faculty member*
MODERATOR: Paul Jan Zdunek, *president/ceo, Pasadena Symphony and POPS*

SPONSORED BY SEAN SUTTON

2. New Thinking about Strategic Planning: An Open Forum KYOTO

This candid discussion with a seasoned arts consultant will present some thought-provoking ideas about strategic planning to launch an open discussion about why plan, how to undertake planning, and how to use planning to shift organizational positioning in a rapidly changing world. Following some remarks to frame the discussion, Anderson will facilitate a dialogue with participants using her Reinventing Tool, field questions from attendees, and give tips about strategies for undertaking meaningful planning.

Gail Anderson, *president, Gail Anderson & Associates*
INTRODUCTION: Dwyne Willis, *past president, Festival Mozaic*

SPONSORED BY DEAN MCVAY

3. Community Engagement: Three Absolutely Great Projects!

SAKURA B&C

How can our orchestras engage communities beyond the traditional concert format? How can we deepen the musical engagement of our audiences? Invite them to participate in *making music!* This session examines three projects that embrace amateur adult musicians through workshops and performance opportunities—the Pacific Symphony’s *OC Can You Play* programs; the Los Angeles Chamber Orchestra’s *Play Me, I’m Yours* street piano project; and the San Francisco Symphony’s *Community of Music Makers*. We’ll look at how these programs are structured and implemented, their challenges and impact, and elements which might be adapted by orchestras of any size.

Pam Blaine, *vp of education & community engagement, Pacific Symphony*

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

Lolly Lewis, *program administrator, Community of Music Makers, San Francisco Symphony*

Molly Pontin, *director, Community Arts Partnership, Pacific Symphony*

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

SPONSORED BY OLIVER THEIL

12 – 2 PM

Luncheon with guest speaker Rita Moreno “From West Side to West Coast – Rita Moreno is Always Somewhere!”

IMPERIAL A



In a career full of Risks that led to Rewards, Rita Moreno remains one of only nine performers ever to win all four major artistic awards: the Oscar, the Emmy, the Grammy and the Tony. Most recognized for her Academy-Award winning role as Anita in *West Side Story*, Rita’s career has spanned over fifty years of stage, film and television triumphs, including seminal hits such as *The Electric Company* on PBS and HBO’s *Oz*. In 2004, Ms. Moreno was awarded the Presidential Medal of Freedom and in December, 2007 was inducted into the California Hall of Fame. Always full of Entrepreneurial Spirit, Rita shares her secret for personal and professional success.

INTRODUCTION: **Paul Jan Zdunek**, *president/ceo, Pasadena Symphony and POPS*

\$ advance registration required

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2:15 – 3:30 PM

1. Development: The Ultimate Balancing Act

OSAKA

Listen in to the conversation with a prolific author and fundraising expert and a director of development as they talk about development and governance and where the two intersect. An insightful glimpse into boards, board members and the development staff who support them. Come prepared to participate!

Courtney Beck, *director of development, Philharmonia Baroque Orchestra*

Kay Sprinkel Grace, *CFRE, consultant, speaker, facilitator, author*

2. How Strong Boards Govern

KYOTO

Too often there is a huge gap between the expectations of what boards should do, and what they actually do. This session takes a fresh look at what both staff and board members can do to change their framework—and their performance—in dramatic ways.

Jan Masaoka, *ceo, California Association of Nonprofits*

SPONSORED BY WATSON DESIGN GROUP **W/DG**
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3. Join the Revolution! Classical Music Inside and Outside the Concert Hall

SAKURA B&C

What is happening in the vast world of classical music outside the concert hall and how does it impact symphony orchestras? Discover some new approaches to audience engagement through the bending and blending of genres, alternative performance venues, unique composer-community partnerships, and more. Join us for a discussion about the relevance of classical music for audiences that don't look like your subscribers. Surprises are guaranteed!

Ed Harsh, *executive director, New Music USA*

Charith Premawardhana, *viola and founder, Classical Revolution*

Adam Scow, *violin and founder, Classical Revolution*

MODERATOR: **Cindi Hubbard**, *arts management consultant; program manager, EarShot New Music Reading Network; Music Alive Composer Residency*

SPONSORED BY NANCY BANKOFF CHALIFOUR

3:45 – 5 PM

1. Keep Your Financial Balance!

OSAKA

Taking calculated risk with your financial resources, not impulsive gambling, can balance opportunity with control. This session will examine strategies for improving your bottom line including programming models, diversifying revenue, building partnerships, and scaling your organization's infrastructure.

Steven Bronfenbrenner, *principal, B Squared Consulting*

INTRODUCTION: **Sean Sutton**, *executive vp and coo, Pacific Symphony*

2. Youthful Enthusiasm

KYOTO

Take a tour of several youth orchestras' websites to learn how you can adapt their fresh, bright ideas to achieve more efficiency in registration, tuition payments, recording attendance, and more.

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

Leah Maddock, *orchestra manager, Berkeley Youth Orchestra*

SPONSORED BY BRUCE KIESLING

3. New Marketing for NOW

SAKURA B&C

When will everything finally return to "normal"? Never. Welcome to the new NOW of perpetual flux and ongoing uncertainty. Learn how embracing the flux—and the latest marketing tools—can help you conquer shifting consumer habits and fickle consumers, adapt to change, and thrive.

Lee Wochner, *ceo & creative strategist, Counterintuity, LLC*

INTRODUCTION: **Ivan Schustak**, *marketing & public relations manager, Pasadena Symphony and POPS*

SPONSORED BY PAUL JAN ZDUNEK

5:30 – 7 PM

A Spirited Reception



IMPERIAL A

After conferencing all day and before you go out for the evening, stop by the Ballroom, buy a drink, enjoy conversation and listen to the wonderful Grammy-nominated, non-traditional Quartet San Francisco.

SPONSORED BY WORD PROS, INC., CONCERT PROGRAM NOTES

advance registration required – NO HOST BAR



SCHEDULE OF EVENTS

Saturday, July 28, 2012

ASK THE EXPERTS throughout the day.

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

8 AM – 3 PM

Resource Room Open

SAKURA A

8:30 – 10 AM

1. Youth Orchestras' Confab

OSAKA

Youth orchestras share a unique mandate and distinctive considerations. Here's a session devoted exclusively to your concerns. Hot topics include—but will not necessarily be limited to—information about audience development and fundraising (especially for stand-alone youth organizations).

Wendy Cilman, executive director, Young People's Symphony Orchestra

Julia Copeland, executive director, Youth Orchestras of Fresno

Cathy Spieth, executive director, El Camino Youth Orchestra

MODERATOR: Andrea Castillo, music education director, San Luis Obispo Symphony

SPONSORED BY JANNEKE STRAUB

2. What's in YOUR Contract?

KYOTO

A successful business is based on proper procedures. Case in point: contracts. You don't have one for your executive director? The candidate has not asked for one? Whatever the reason for this oversight, contracts must be mutually beneficial documents and your organization should adopt this best practice. This session will teach you all about executive agreements and why they are so important.

Ken Auletta, director of human resources, San Francisco Symphony

INTRODUCTION: Jim Drummy, shareholder, Poindexter & Doutré, Inc.

3. Special Event Fun(d)raising

SAKURA B&C

Get your creative juices flowing! There's no shortage of intriguing and distinctive events to share. Come learn about the entrepreneurial spirit that goes into putting on a fundraiser/fundraiser. We'll discuss everything from conceptualization to ways to keep subsequent events current and sustainable.

Donna Call, *president, San Bernardino Symphony Guild*

"Bach to Boots"

Sharleen Eusebio, *volunteer & special projects coordinator, LA Philharmonic*

"Various Events"

Francie Levy, *executive director, Tulare County Symphony*

"Garage d'Elegance"

Michèle Stone, *volunteer, Oakland East Bay Symphony*

"Fundraising Night at the Symphony"

MODERATOR: **Mireya Jones**, *past president, LA Philharmonic Affiliates*

SPONSORED BY MARY SCHNEPP

10:15 AM – 12 PM

1. It's Great to be Small

OSAKA

Let's hear it for the well-run community orchestra! Small organizations can make a big impact— and not just in supporting roles. Take a look at how some of our colleagues take advantage of their diminutive size, flexibility, and responsiveness to become local superstars.

Jim Black, *executive director, San Luis Obispo Symphony*

Alayne Gyetvai, *president, Nova Vista Symphony; Symphony Parnassus*

Martha Stoddard, *artistic director, Oakland Civic Orchestra*

MODERATOR: **Ian Harwood**, *founder & executive director emeritus, Bay Area Rainbow Symphony*

SPONSORED BY ASCAP 

2. El Sistema-inspired Programs: the Conversation Continues

KYOTO

We've heard about the inspiring El Sistema-inspired programs at the LA Philharmonic at the past few Conferences. Now let's hear from some of our members about the progress they have made in creating nuclei in their communities.

Joanne Taylor Johnson, *board member, Youth Orchestra Salinas*

Adam Johnston, *program director, Incredible Children's Network (ICAN)*

Bruce Kiesling, *music director, Tulare County Symphony; YOLA*

Cathy Taylor, *executive director, Sacramento Youth Symphony*

MODERATOR: **NancyBell Coe**, *board member, ICAN*

SPONSORED BY NANCYBELL COE

3. Flex, Bend, Twist and Tweak: Dynamic Pricing

SAKURA B&C

No organization is immune to the challenges of a soft economy, overscheduled calendars, and relentless competition for each person's time, attention and resources. You are not alone in the struggle to adapt to changing audience buying patterns and reluctance to commit to traditional sales options. How can you tailor your message—and your offerings—to target today's fickle consumers? Join us as we delve into innovative audience building approaches, ticket selling strategies, and attention-grabbing techniques that will help you adapt and thrive. We'll also share examples of how other orchestras are successfully marketing in the new NOW (to take a page from our Friday session!) with flexible subscriptions, create-your-own options, online discounting, and online fundraising.

Jane Hill, *interim executive director, Sacramento Philharmonic*

Stacey Lucier, *campaign manager, San Francisco Symphony*

Ritu Sharma, *executive director, Social Media for Nonprofits*

MODERATOR: Walter Collins, *executive director, California Symphony*

12 – 2 PM

Luncheon with guest speaker Pete Docter “How Pixar Works”

IMPERIAL A



Pete Docter is the Oscar®-winning director of *Monsters, Inc.* and *Up*, Pixar's tenth feature film. Starting at Pixar in 1990 as the studio's third animator, Docter collaborated with John Lasseter and Andrew Stanton in developing the story and characters for *Toy Story*, Pixar's first full-length animated feature film, for which he also served as supervising animator. He served as a storyboard artist on *A Bug's Life*, and wrote initial story treatments for both *Toy Story 2* and *WALL•E*. Docter is currently working on an untitled Pixar movie that takes you inside the mind, slated for release in 2015.

Pete Docter, *director, Pixar Animation Studios; screenwriter, animator, producer*

INTRODUCTION: Oliver Theil, *director of public relations, San Francisco Symphony*

\$ advance registration required

drawing for the 25-bottle connoisseur's collection of fine wines

SPONSORED BY STEPHEN J.M. (MIKE) MORRIS

2:30 – 4 PM

1. Powerful Websites that Engage Audiences

KYOTO

Is your website outdated? Are you keeping up with the latest web trends? In this session, you'll learn what cost-effective tools are available to help you better engage your ticket buyers and donors. Hear from a seasoned web designer and technology expert how you can bring your orchestra's website into the 21st century.

Ginny Laughlin, *principal, Athena Design*

Michael Slater, *president & ceo, Webvanta*

MODERATOR: Patty Gessner, *marketing consultant*

Saturday, July 28 *continued*

2. Innovative Case Studies

SAKURA B&C

We challenge you to put on your thinking caps and get ready for some of the most intensely informative sessions you've ever experienced. These roundtable mini-presentations offer great new ideas and information in just 20 minutes. Change tables three times to get a triple dose of inspirational input.

Clay Campbell, *Pasadena Symphony and POPS*
"Random Acts of Music"

Stephen Goldman, *board member, Marin Symphony*
"Young Composers Challenge"

Chip Michael, *musical director, TwtrSymphony*
"TwtrSymphony"

Ross Moore, *nova education ambassador, Orchestra Nova San Diego*
"Planting Seeds for the Future"

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

SPONSORED BY PARKER MONROE



Pixar Concert, San Francisco Symphony

From the *Toy Story* trilogy to *The Incredibles* and *Up*, Pixar has forever impacted filmmaking and given audiences of all ages some of the most beloved characters in cinematic history.

Now, for the first time ever, the San Francisco Symphony presents Pixar in Concert, with visually stunning clips and memorable scores from each of Pixar's movies, including their latest release, *Brave*, performed live by the Symphony.

Wattis Room, Davies Symphony Hall, 201 Van Ness Avenue
Transportation on own

\$ advance registration required

CONNOISSEUR'S COLLECTION

Become the toast of your social circle!



Nothing goes better with Classical music than a glass of fine wine! And who would know better what special wines go best with music than ACSO's very own board of directors? 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 apiece, with the winning tickets 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 or someone must be present holding your card. The drawing will be held during lunch Saturday, July 28. The winner has the option of taking the wines home or having them shipped (in-state only).*

MUSICAL DRAWING

Take a chance on this year's Musical Drawing, featuring 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 shopping spree at the **South Coast Plaza** in Costa Mesa.
- **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 to be completed by participants in advance.
- **Arts Finance Resources** offers six hours of assistance on financial operations matters related to the not-for-profit organization of your choice.

Musical Drawing *continued*

- **Arts-Inc.biz** is pleased to offer a full organizational assessment to determine your organization's strengths and opportunities—from financial to human resources. Discover the possibilities that might make your organization even stronger than it is today. This full assessment and executive summary is the next step in your entrepreneurial journey!
- **artSMART** offers a 2-hour workshop for board and staff entitled “Thinking of closing Your Doors: A Primer for the Paranoid & Particular” (does not include travel expenses for Jane Hill, consultant).
- Gather together a group of beer enthusiasts at the state-of-the-art **August A. Busch III Brewery** at the Robert Mondavi Institute on the UC Davis campus, and join Dr. Charlie Bamforth, professor of brewing science and one of the world's most highly regarded experts on beer, to spend a day brewing a beer of your design. Finish off your experience with a private beer tasting and two tickets to *Cirque Mechanics* at the Mondavi Center for the Arts. This prize also includes two of Charlie's most recent and acclaimed books, *Grape Vs. Grain* and *Beer is Proof That God Loves Us*.
- Enjoy a night out in Walnut Creek with dinner at Cypress Restaurant, two tickets to a **California Symphony** concert and a one-night stay at the Walnut Creek Marriott.
- Two tickets to a **Carmel Bach Festival** concert of your choice during the 2013 season and dinner with Debbie Chinn the fabulous executive director and a bottle of wine from her cellar.
- Enjoy a night of classical music under the stars with two reserved bench seats at the **Hollywood Bowl** during the 2012 season (some dates excluded).
- A glorious selection of coffee from **Jones Coffee Roasters** in Pasadena.
- A pair of tickets to the **Las Vegas Philharmonic's** December 8 concert, “A Very Vegas Holiday” at the new Smith Center for the Performing Arts.
- The **Los Angeles Chamber Orchestra** invites you and a guest to join us for one of our 2012-13 Orchestral series concerts. Enjoy a signed LACO tote bag, 40th Anniversary CD featuring Jeffrey Kahane and Sir Neville Marriner, and notepads.
- A pair of tickets to a concert during the 2012-13 **Marin Symphony** season in the Frank Lloyd Wright concert hall.

Musical Drawing *continued*

- A pair of tickets to one **Oakland East Bay Symphony** concert of your choice during the 2012-13 season at the beautiful Paramount Theatre.
- We invite you to join us for the 67th **Ojai Music Festival**, June 2013. Next year's Festival will feature Mark Morris as music director. This package will include a pair of B tickets to a concert of your choice in our historic Libbey Bowl, access to our VIP Festival Lounge, and an invitation to our Saturday Post-concert Party.
- Two tickets to a 2012-13 **Orchestra Nova San Diego** performance of your choice at Irwin M. Jacobs Qualcomm Hall in Sorrento Valley.
- Two orchestra seats at a 2012-13 **New West Symphony** Masterpiece Series Concert.
- A gift certificate for four tickets to a **Pacific Chorale** concert at Segerstrom Center for the Arts in Costa Mesa in October 2012 or June 2013.
- A table for six at the August 18 and September 8, 2012 **Pasadena POPS** concerts with a VIP reception following each concert.
- A pair of season tickets to the **San Bernardino Symphony's** 2012-13 season.
- A pair of tickets to a **San Francisco Symphony** concert, a one-night stay at the beautiful Hotel Kabuki, San Francisco Symphony's Centennial Documentary DVD, and Beethoven's *Symphony No. 7* and five CDs.
- Two tickets to any classical series concert during the **Santa Rosa Symphony's** 2012-13 season in the new Green Music Center, and a one-night stay for two at the Fountaingrove Inn Hotel and Conference Center in beautiful Sonoma County!

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



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Andrea Laguni, *Los Angeles Chamber Orchestra*
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Sharon McNalley, *Hutchins Consort*
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John Robinson, *Community Music Center, SF*
Leslie Sherman, *Stockton Symphony*
John R. Stahr, *Pacific Symphony*
Susan Swinburne, *Consultant*
Cindi Young, *Musica Angelica Baroque Orchestra*
Milt Younger, *Bakersfield Symphony*

MOST VALUABLE PLAYERS

Donna Bullock, education assistant

San Diego Symphony

Donna has been a volunteer with the San Diego Symphony since 2001. Every Wednesday, she can be found at her desk working on a project. A former horn player with the orchestra, Donna assists the education department with various tasks, staffs the check-in desk at education concerts, and at the end of each season, spends hours logging the musician outreach services into a database. In addition, since 2003, she has assisted our assistant personnel manager with the many tasks related to orchestra auditions. Donna is a valued member of our team and we couldn't do our jobs without her level head, warm personality and wonderful sense of humor.



Pierre Escaron, board member

Thousand Oaks Philharmonic

Pierre is an experienced business person and manager and brings those talents tirelessly and generously to the TO Phil. He created and sustains our Gold Recital Series, young soloists performing in senior centers.

He does the banking for the orchestra as well as being its secretary on the board. He maintains our donor and ticketing database and set up Google Docs for board sharing.

Donald Lafler, president

Santa Barbara Chamber Orchestra

For more than 20 plus years Don Lafler has given tirelessly to the Santa Barbara Chamber Orchestra not only in time but in true entrepreneurial style that most non-profits would kill to be the recipient of. Don has been a board member, president and our chief financial officer. 20 years ago there was no staff and Don was there. 15 years ago we managed to hire staff and he trained them. Now, staff has been cut to part-time and he is still there. He is the final word when it comes to proper diacritical marks for any musical work being described. Don and his wife Sherry have gone beyond the daily work and given more financial support to the Orchestra than any other donor in the last 20 years. The Laflers are true supporters and volunteers in the first degree. Sherry and Don have made and do make baked goods for the musicians prior to EVERY concert and rehearsal. We are sure that is one of the reasons that the musicians play so well and are so loyal!



Raymond Lowe, board member

Los Angeles Chamber Orchestra

LACO board treasurer Ray Lowe's energetic advocacy for *Play Me, I'm Yours* was absolutely essential to getting it funded and produced. A gifted pianist and senior vice president of Wells Fargo Real Estate Merchant Banking in Los Angeles, Ray convinced the bank to put up critical seed money for the project. A short video he created effectively imparted to the funding committee his vision of a public art initiative that would engage thousands of people in music making and be remembered by Angelenos for years to come.

Ray went on to raise (and personally contribute) over \$20,000 more from friends, colleagues and professional contacts. His commitment to that effort was key to LACO's success in meeting a challenge grant from the Herb Alpert Foundation to support the project. Ray's excitement for *Play Me, I'm Yours* was infectious. He raised enthusiasm among prospective collaborators at a community organizing meeting early in the process, then brought on volunteers to serve as site hosts and performers at the launch event. Ray himself performed at the launch, then traveled around the southland to play at (and upload videos from) many of the other installation sites, presenting a closing-day joint recital with his work colleague, a violinist. Ray Lowe is truly deserving of an ACSO Most Valuable Player Award for his unflagging efforts—and obvious joy—in bringing *Play Me, I'm Yours* to Los Angeles for the first time.

Lynn Miller, office volunteer
Santa Rosa Symphony

Lynn Miller has volunteered in the Santa Rosa Symphony offices for some time, completing detailed projects for various departments. She is always reliable, personable and willing to help at a moment's notice. Lynn successfully implemented the Santa Rosa Symphony's priority seating policy for transition to a new performance venue at the Green Music Center, and worked daily on this project for months as the timeframe for its completion was accelerated when the final funding was secured to complete the building. The transition in seating would not have been completed so smoothly and in the short amount of time without her help. Brava Lynn!



Judith Moore, office volunteer
Orchestra Nova San Diego

Judy has volunteered as an administrative assistant in our offices two to three afternoons a week for the past four years, answering the phones and helping to provide the high-quality experience that our guests now expect from the Nova team. But that's only part of the story—she also supports the organization as a donor, sponsoring a musician at the \$5,000 level as a part of our "Heart of the Orchestra" program, and she is a season subscriber. She is also one of our most effective cheerleaders! She never misses a Nova event and has introduced many friends to Nova who have subsequently become supporters. She is an integral component of the Nova team.



Mary Ann Orr, League volunteer
Santa Cruz County Symphony

Mary Ann is the symphony volunteer role model, often referred to as the "Energizer Bunny Extraordinaire" and we wish to thank her in this most significant manner at the ACSO 2012 Conference with a MVP Award. Highlights of her service include serving as chair of the League's Annual Home Tour, the New Year's Eve Fundraiser, and the Kentucky Derby Day. All of these successful events took place during the 2011-12 season and Mary Ann is still going strong!

MOST VALUABLE PLAYERS



Paul Sugarman, president
Philharmonia Baroque Orchestra

Paul Sugarman is completing his fourth and final year of service as president of Philharmonia Baroque Orchestra's board of directors. Paul has worked as if a staff member, dedicating many hours each week to fundraising, participating in the work of board committees, and leading this organization to success. He brought Philharmonia Baroque's first-ever fundraising campaign to successful completion and has been part of raising significantly more than \$1 million for the orchestra. He has been a tireless champion and extremely thoughtful leader.



Dave Wolf, president
Young People's Symphony Orchestra

Dave joined the board of directors in the Fall of 2010 just as plans were underway for the 75th Anniversary Gala. He volunteered to co-chair the event. Little did he know what would be involved! Because of his efforts and drive, YPSO had a celebration at the Claremont Hotel worthy of its status as the state's oldest youth orchestra. This season, Dave was recruited to be our board president, a role he has embraced with enthusiasm and determination, sharing lessons learned at the ACSO Conference with the board at a fall and a spring retreat, helping to plan for the orchestra's tour to Central Europe where he will serve as a chaperone, and securing the first office space in the organization's history. Dave's skillful guidance and leadership earn him the honor of YPSO's 2012 MVP.



Jennifer Zobelein, president
New West Symphony

Jennifer Zobelein, president from 2010-12 and author, organist and former teacher, contributed her time and finances to change the artistic and financial direction of the New West Symphony. The board of directors, civic leaders, patrons, and the community admire her leadership, dedication to the organization, and philanthropy. She is a strong advocate and ambassador for classical music in the community. She has developed remarkable relationships with the musicians and inspired the organization to implement many changes. Jennifer's lifework is an example of a volunteer who has dedicated her energy and passion to promoting classical music in our community.

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STATE-OF-THE-STATE



I can feel a change in the air—but it's not the weather. It's the realization that our world has forever changed. "Business as usual" is obsolete, a victim of the economy. We are changing, too. On a daily basis we are called upon to adjust, think beyond the box and on our feet, adapt, take risks, you name it. There's no going back to the tried and true for managers and boards. To survive we must ride full steam ahead into the storm, and—like it or not—it's going to help

your organization if you embrace this new reality.

How to cope? For starters, there's strength in numbers. Join your colleagues and work together. We have some provocative speakers at the Conference to share fresh ideas and offer new ways of thinking about your challenges. Come take advantage of their wit and wisdom and gather an arsenal of information and proven strategies to take home. While you're here, voice your ideas—anywhere you can—this Conference is collaborative, not one-sided.

Strategic Planning: what can one say? You either hate it or embrace it. Sometimes you do both—but it's a necessity for the well-run organization. It can bring your board closer to its constituents; it can give you a look at your playing field with an environmental scan; and it identifies strengths and weaknesses. ACSO is diving in for our new plan, but we need your input! Please take our calls or answer our surveys when we come knocking. You are the stakeholders in this organization and we need—and value—your input. We have designated the coming year "the year of planning," and anticipate having something very interesting to present to you at the 2013 Annual Conference—ACSO's 45th year!

One step back equals two steps forward? A former ACSO board member and past president of a Central Valley orchestra called me the other day. On the phone! I teased him about not having email, and he said if he did then he wouldn't get to hear my voice—he actually said "lovely voice." Sometimes I think email was created just for me—I love it! I can be in touch with people all over the world instantly. I can ask one little question and get a quick reply, whereas a phone call would take much longer. I'd have to look up the number, listen impatiently for the voice machine, and maybe get to my target. However, with email you miss the personal touch: the ability to ask how the season is going and actually hear excitement or angst in someone's voice, the ability to make a plan right then and there to see one another soon. Before email, I called all of our member organizations at least once annually. It was the way to keep up with staff changes, board changes, bits and pieces of a whole. It

was personal communication at its best. I hereby vow to make more phone calls! But you won't miss me in your email inbox; I'll never give that up!

Finally, we recognize some milestones this year:

- SF Symphony celebrated their 100th birthday by inviting their friends to the party. I enjoyed the Cleveland Orchestra and the Chicago Symphony performances at Davies Symphony Hall.
- The Napa Valley Symphony and the Symphony League both closed their doors this year.
- From the high school theater then to a former church, the Santa Rosa Symphony gets a real concert hall for the first time in its history. The Green Music Center opens in September.
- We were very happy to hear that the Sacramento Philharmonic avoided an interruption in service—the community rallied with gifts that will keep them playing the music.
- Artistic and music director changes at the Diablo Symphony, New West Symphony and Young Musicians Foundation; artistic changes coming for the Auburn Symphony, the California Symphony, the Camellia Orchestra, and the Santa Cruz County Symphony.
- We welcome two new orchestras with million dollar budgets: MUSE/IQUE in Pasadena and Pacific Shores Philharmonic in Ventura County.
- Orchestras and choruses are mixing and mingling with their communities in wonderful ways—we are feeling huge pride in their interesting and innovative projects.

Wishing you balance and reward as you take risks!

Best,



Kris Sinclair, executive director, ACSO

2012-2013 ACSO NEXT SEASON

- **“Ask an Expert” Webinars**
October-April 2012-13
- **Mid-Winter Managers’ Meeting**
January 2013
- **Youth Orchestra Confab**
March 2013
- **Free One-day Consultations for
your organization**
- **45th Annual Conference**
Costa Mesa, Orange County
Summer 2013
- **Resource Partners Program**
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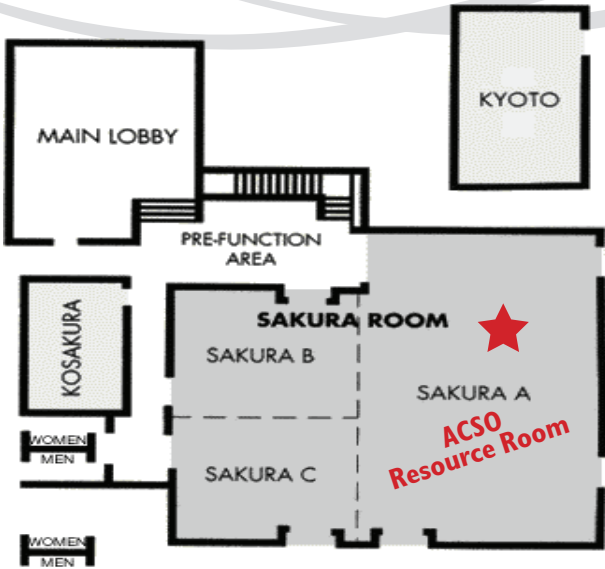
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