18th Annual Conference
Association of California
Symphony Orchestras

August 7-10, 1986
Hotel San Diego
San Diego

"Building Relationships that Work"

Hosted by
The San Diego Symphony Orchestra
G. Michael Gehret
President, Association of California Symphony Orchestras

On behalf of the Board of Directors of the Association of California Symphony Orchestras, I welcome you to the 18th Annual Conference.

ACSO's Conference is, for many of our orchestra staff, board members and volunteers, the only chance during the year to personally meet and share ideas with one another. ACSO places great importance upon offering the orchestra community this opportunity.

"Building Relationships That Work" is an apt theme for the Conference and the business we are in. Indeed, all that we do in the management of an orchestra depends on the strength of the relationships between and among the various constituencies involved.

My thanks to the San Diego Symphony for hosting the Conference this year, to the Conference Committee, particularly Richard Bass, Conference Chairman and Kathryn Rohlf, Conference Coordinator. Thanks are due also to the many delegates, panelists and guest speakers for their participation.

My hope is that you will learn from and enjoy Conference 1986! If you have never before attended an ACSO Conference — a special welcome.

I look forward to meeting as many of you as possible over the next few days.
1985-86 Contributors

The Association of California Symphony Orchestras gratefully acknowledges the support of the many good friends whose gifts help ACSO continue its services to the orchestral community.

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Special thanks to these ACSO Friends who have provided in-kind services or merchandise.

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1986 ACSO Conference

1986 Conference Coordinator
Kathryn Rohlf, Artistic Administrator
San Diego Symphony

Host Orchestra, San Diego Symphony

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Executive Director,
ACSO

Young Musicians “Survival” Seminar
Marianne Marshall

Special “thanks” to the staff and volunteers of the San Diego Symphony, especially Dan Schwartz, Beverley Jacobs, Eleanor Gutzman, Mark McKean, Beth Benson and Dorothy Dodd.

Registration, Hospitality and Exhibits:
Cabrillo Room

Room Hours:
Thursday 10:00 am - 5:30 pm
Friday 7:00 am - 5:30 pm
Saturday 7:00 am - 5:30 pm
Sunday 8:30 am - 12:30 pm

Registration Desk
Desk Hours:
Thursday 10:00 am - 5:00 pm
Friday 9:00 am - 5:00 pm
Saturday 8:00 am - 5:00 pm

Message Board
Display Area for:
Artist Agency Rosters
Your Orchestra’s brochures, posters, marketing materials, etc.

Information on ACSO’s Consultancy Program
Complimentary Coffee

In an emergency, dial “0” for the Hotel Operator or “911” for Fire, Police or Ambulance.

Smoking should be limited to session breaks due to the limited size of the meeting rooms.
CONFERENCE PROGRAM

Thursday,
August 7, 1986

10:00 am - 5:00 pm
Conference Registration, Cabrillo Room

12:00 - 1:00 pm
ACSO Board of Directors (closed), Federal Room

1:00 - 2:30 pm
KEYNOTE LUNCHEON
Continental Room (ticket required)

Welcome
Michael Gehret, President of ACSO
   Director of Development, San Francisco Symphony
Richard Bass, Conference Chairman; Executive
   Director, San Diego Symphony

Getting It Together
Michael Steinberg, Artistic Adviser, San Francisco Symphony

Michael Steinberg

German-born Michael Steinberg is Artistic Adviser to the San Francisco Symphony, where as musicologist-in-residence, his responsibilities include artistic planning.

program annotation and lectures. He came to San Francisco in 1979 from Boston, where he was music critic of The Boston Globe for twelve years, after which he joined the staff of the Boston Symphony as Director of Publications. Before Boston, Mr. Steinberg headed the music history department at the Manhattan School of Music and held visiting professorships and lectured at many institutions. He has received numerous awards and fellowships and has served as consultant to the National Endowment for the Arts, the National Endowment for the Humanities, the Massachusetts Council on the Arts and Humanities, the California Arts Council, and the Rockefeller Foundation.

3:00 - 4:30 pm
Telemarketing — How It Can Work for You
San Diegan Room

   The how-to's for implementing a successful telemarketing campaign. Selling subscriptions versus single tickets, using in-house versus contracting for services, use of sales incentives, and telemarketing versus telefundraising.

Mimi Johnson, Vice-President, Stephen Dunn & Associates, Inc.
Joe Kobryner, Director of Marketing and Operations, Old Globe Theatre
Terry Mihelsic, Telemarketing Manager, San Diego Symphony

Getting To Know (and Love) Your Orchestra: The Relationship Between Music Director, Manager and Musicians’ Union, Regency Room

MODERATOR
Robert Harth, General Manager, Los Angeles Philharmonic

PANELISTS
Richard Bass, Executive Director, San Diego Symphony
Bernie Fleischer, President, Local 47, A.F.M.
Karen Dirks, Violin, San Diego Symphony
Music Director, TBA

Meet the C.A.C. and Legislative Update — A View From Washington, State Room

An opportunity to meet a California Arts Council panelist, Council Member and staff member and learn what is important in establishing a good relationship leading to the funding of your orchestra.

Be brought up to date by Don Fraher on Federal arts-related issues such as tax reform, and how they affect your orchestra.

MODERATOR
Leni Isaacs Boorstin, Public Affairs Manager, Los Angeles Philharmonic

PANELISTS
Laurel Dickranian, Arts Council Member; Development Director, Los Angeles Philharmonic
Elliot Klein, Arts Grants Administrator, C.A.C.
Jon Robertson, Music Director and Conductor, Redlands Symphony
Donald E. Fraher, Director of Government Affairs, ASOL

Donald E. Fraher

Donald Fraher is the Director of Government Affairs for the American Symphony Orchestra League. A graduate of American University in Washington, D.C., Fraher has worked for
Congressman John Anderson and Senators Edward Kennedy and Walter Huddleston. He has also worked for the National Committee for an Effective Congress and was the Legislative Director of Handgun Control, Inc., before joining the League in 1984. He is active in the National Foundation for Ileitis and Colitis and is also a Senior Fellow of the John F. Kennedy Library.

**EVENING EVENT**

*A Night at the Pops*

5:45 pm  Red double-decker buses depart from State Street exit (west side of hotel) for Dinner, Concert and Fireworks at the San Diego Pops (ticket required).

7:30 - 10:00 pm  
*Tschaikowsky Extravaganza*  
David Atherton conducting  
John Lill, Piano  
Buses return to the Hotel San Diego immediately following the concert.

Friday, August 8, 1986

7:15 - 8:30 am  
*Black Coffee*, San Diegan Room  
**What’s the Board Member supposed to do — and how can we pursue him/her to do it?**  
Ralph Black, Vice President, American Symphony Orchestra League

**Ralph Black**

Ralph Black is Vice President for In-Field Consulting at the American Symphony Orchestra League. A nationally recognized leader in the orchestra field, his experience includes top management positions with the National Symphony Orchestra, Chattanooga Symphony, Buffalo Philharmonic and Baltimore Symphony. He also managed the National ballet for eleven years before joining the American Symphony Orchestra League in 1973. Mr. Black is the 1982 recipient of the Louis Sudler Award for “Distinguished Service to the Profession of Symphony Orchestra Management.”

9:00 am - 5:00 pm  
*Conference Registration*, Cabrillo Room

9:00 - 10:30 am  
*Programming for a Conservative Community*,  
San Diego Room  
Michael Steinberg, Artistic Adviser, San Francisco Symphony

**Volunteers on the Move**, Regency Room  
Consider the needs of your Orchestra, the resources available in your community, and the circumstances of volunteerism in America today. Find out about “new volunteers,” organizational structure, responsibilities, motivation, training, rewards and the relationships of volunteers to management and the Board of Directors.

Audrey Baird, Director of Audience Development, Milwaukee Symphony Orchestra

**Audrey G. Baird**

Audrey G. Baird is Director of Audience Development, Milwaukee Symphony Orchestra, and is both the Past President of the Volunteer Council and a Board Member of the American Symphony Orchestra League.

**The Combination to the Corporate Cash Vault**,  
*Pacific Room*  
How to approach a corporation for a major grant; the best means of approach, the elements of a good proposal, attractive and appropriate benefits that symphonies can offer.

**MODERATOR**  
Laurel Dickranian, Director of Development, Los Angeles Philharmonic

**PANELISTS**  
Gerald F. Broening, Director of Public Affairs, Rohr Industries, Inc.  
Ronald H. Kendrick, Sr. Vice President/Regional Administrator, California First Bank  
Sharon B. Terrill, Manager of Community Relations, Pacific Bell
11:00 am - 12:30 pm  
Organizing an Annual Fund: The Relationships between Donors, Volunteers and Staff, San Diegan Room  
Who will give, when they will give, how much they will give, setting goals, identifying and recruiting campaign leadership and workers, and organizing and implementing the effective campaign.  
Michael Gehret, Director of Development, San Francisco Symphony  

Building Relationships That Work, Regency Room  
Perspectives on coming into a new organization and establishing dynamic working relationships.  
MODERATOR  
Ben Greene, Executive Director, Sacramento Symphony  

PANELISTS  
Michael Allerton, Executive Director, San Jose Symphony Orchestra  
Wesley Brustad, Executive Director, Los Angeles Chamber Orchestra; Executive Director-designate, San Diego Symphony Orchestra  
Henson Markham, Executive Director, Oakland Symphony Orchestra  

Contracts: Reading the Fine Print — What are you really committing to when you sign? Pacific Room  
MODERATORS  
Donald E. Osborne, Partner, California Artists Management, Inc.  
Michael Blachly, Assoc. Director, Center for the Arts, UCLA; Immediate Past Director of Sales, Columbia Artists Management  

PANELISTS  
Karen Kimes, Managing Director/Artistic Administration, San Diego Symphony Orchestra  
John Perenchio, Director of Business Affairs, Triad Artists, Inc.  
Matthew Rich, Director of Sales, Columbia Artists Management Inc.  
Martha J. Wentworth, President, Jonathan Wentworth Associates Ltd.  

3:00 - 4:30 pm  
How Pops Complement the Classics: San Diego Pops Case History, San Diegan Room  
A look at all the elements of the San Diego Pops success story. How this fourteen week season began, who is behind it and how the pops complements the Classics. Questions from the audience will be fielded.  
MODERATOR  
Lynda Sterns, General Manager, San Diego Pops  

PANELISTS  
Bob Cerasoli, President, Franklin and Assocs., Advertising Agency  
Karen Kimes, Managing Director/Artistic Administration, San Diego Symphony  
Dr. Randell Smith, Secretary, Board of Directors, San Diego Pops  
Ron Zappardino, Executive Vice President, Board of Directors, San Diego Pops  

Planning and Producing Special Fundraising Projects, State Room  
Success stories from major, regional, metropolitan and urban orchestras. Plus, how to identify a project that is right for your community and how to organize it successfully.
Saturday, August 9, 1986

7:15 - 8:30 am
Black Coffee, San Diegan Room
Ten Guaranteed Ways to Greatly Increase Season Ticket Sales
Ralph Black, Vice President, American Symphony Orchestra League

8:00 am - 5:00 pm
Conference Registration, Cabrillo Room

9:00 - 10:30 am
General Session, Continental Room
Audience Development Through Education
Ernest Fleischmann, Executive Director, Los Angeles Philharmonic

Ernest Fleischmann

Ernest Fleischmann came to the Los Angeles Philharmonic as its Executive Director on June 1, 1969, simultaneously becoming General Director of the Hollywood Bowl. Prior to his appointment in Los Angeles, he had engaged in simultaneous or successive careers as a musician, conductor, journalist, broadcaster, recording executive, accountant and arts administrator, including posts as director for Europe of the classic section of Columbia Records, and general manager of the London Symphony Orchestra. He is both a chartered accountant and a Bachelor of Music. He began playing the piano and conducting in public at the age of nine. He was a music critic at 17 and made his professional conducting debut the same year in Capetown, South Africa.

11:00 - 12:30 pm
Living in the Shadow of a Larger Orchestra,
San Diegan Room

This session will deal with the special public relations and marketing issues surrounding orchestras living in the shadow of a larger orchestra. Challenges such as competition for audiences, press coverage, facilities and means of developing a strong sense of local pride will be discussed by panelists representing orchestras who have dealt with and overcome such challenges, as well as orchestras currently experiencing the frustrations of living in the shadow of a larger orchestra.

MODERATOR
Audrey Baird, Director of Audience Development, Milwaukee Symphony Orchestra

PANELISTS
Mary Anne Chappelear, Chairman, Philharmonic Affiliates; Los Angeles Philharmonic
Topic: Peninsula Music Fair

Eleanor Gutzmer, Special Events Coordinator; San Diego Symphony
Topic: Radiothon

Marcy Mulville, Executive Board, OCPS Association; Orange County Pacific Symphony
Topic: Viennese Ball

Susan Ralston-McCormick, President, Symphony Juniors; Pasadena Symphony
Topic: Symphony Auction

Molly Siefert, Past Chairman, Philharmonic Affiliates; Los Angeles Philharmonic
Topic: Showcase House of Design

Marian Lindner, Past President, Napa Symphony League and Symphony Association Board; Napa Valley Symphony
Topic: A Home Tour

Betty Fингold, Budgeting and Research Analyst, San Francisco Symphony

Budgeting, Financial Planning and Control, Regency Room
Budgeting, including long range planning; Purpose, Planning and Execution
Financial Control: Cash Flow Projections — short and long term, Banking Relationships, Financial Reporting, Payroll, Auditing

Julie Creighton, Accounting Manager, San Francisco Symphony

Budgeting, Financial Planning and Control

EVENING EVENT
Cocktail Party
5:25 pm
Shuttle buses begin departing from the west side of the hotel on State Street.

5:30 - 7:30 pm
Cocktail Party!
William Heath Davis House (on the corner of 4th and Island Streets)
Wine Courtesy of Vichon Winery, Napa Valley
Co-sponsored by The Association of California Symphony Orchestrass and Columbia Artists Management Inc.

Night on the Town!
7:30 pm
Choose from the many restaurants and other activities listed in your registration packet.
MODERATOR
Nancy Hafner, Director of Marketing/Public Relations, San Diego Symphony

PANELISTS
Ellie Mednick, Marketing Director, Marin Symphony
John Pereira, Music Director, Santa Clara Valley Symphony, Contra Costa Symphony and Concord Pavilion Pops Orchestra

The President, the Board Member, the Manager, the Conductor: What can each reasonably expect from the other? Regency Room

MODERATOR
Ralph Black, Vice President, ASOL

PANELISTS
Shelley Alexander, General Manager, Pasadena Chamber Orchestra
Keith Clark, Music Director, Pacific Symphony; New Jersey, Mozart Festival, Cathedral Symphony (Newark, New Jersey)
Pauline Fisher, General Manager, Santa Rosa Symphony; President-elect, ACSO
George M. Murdock, President, Long Beach Symphony
David Ramadanoff, Music Director/Conductor, Vallejo Symphony and Master Sinfonia; Director of Orchestral Activities, San Francisco Conservatory
Murry Sidlin, Music Director, Long Beach and New Haven Symphonies

Strategic Planning Alone is Not Enough! Not-For-Profit (NFP) management issues from the point of view of management and volunteers, Pacifica Room

Focus on the transfer of management skills and techniques from the business sector to not-for-profit sectors. Practical tips on organization structure, volunteer management, fund accounting, the role of the executive director, strategic planning, management, and much more. Planning alone is not enough. Strategic management — how things are implemented — can be what really matters.

Richard H. Davis, VP/Manager of Marketing/Product Development, California First Bank

Richard H. Davis


How to Find a Job — Young Musicians “Survival”
Seminar I, Commodore Room

Resumes, interviewing techniques, supplementing income and various stages of orchestral training.
• Steps to a Musical Career
• Solo versus Orchestral Career
• How to Cope in Today’s Economy
• Success with a Career in Music

MODERATOR
Ila Winterbourne, General Manager, Ventura County Symphony

PANELISTS
Larry Granger, Music Director, South Coast Symphony
Donald E. Osborne, Partner, California Artists Management, Inc.
Gilbert Reese, concert cellist, former Principal Cello, Indianapolis Symphony
Ethel London, former manager, Oakland Youth Symphony

1:00 - 2:30 pm
LUNCHEON
Hotel San Diego, Continental Room
Planning for Artistic Growth
David Atherton, Music Director, San Diego Symphony

David Atherton joined the San Diego Symphony as Music Director and Principal Conductor in 1980. He formed the London Sinfonietta in 1967 and as its music director until 1973, premiered many contemporary works. He also serves as Principal Guest Conductor of the BBC Symphony Orchestra.

3:00 - 4:30 pm
Computer Systems and Your Orchestra, Regency Room

An overview of the application of computer technology in the management of a symphony orchestra. Emphasis will be on systems for marketing, subscriptions, fundraising and accounting, as well as word processing and spreadsheets!

David Walton, Director of Marketing, Performing Arts Technology
David Walton

David Walton holds an M.B.A. in Arts Management from L.C.L.A. He worked as Assistant Manager at the Mark Taper Forum before moving to Arena Stage in Washington, D.C. There, as Associate Director of Development, he was instrumental in designing and implementing a computer system for fundraising and marketing. Mr. Walton is now the Director of Marketing for Performing Arts Technology, Inc., a Berkeley-based company specializing in management systems for the performing arts.

Stress Management, State Room

Though stress is an unavoidable reality in today’s fast-paced society, you can take positive steps to minimize its impact on your life. Both basic and advanced concepts of stress and its management are emphasized in this seminar. You will learn a systematic approach to stress management that leads to a more healthy and productive lifestyle. Key topics will include:

- Understanding the Stress Response
- Stress and Your Health
- Essentials of Stress Management
- The “I Can C.O.P.E.” Concept

Donn L. O’Neil, Ph.D., Program Coordinator, Sharp Memorial Hospital

Donn O’Neil is an industrial psychologist with extensive background in training and development in the health care field. He coordinates wellness programs at Sharp Memorial Hospitals’ Preventive Medicine Center. Dr. O’Neil is nationally recognized for his expertise in stress management. His “enter-training” presentation style is both enjoyable and informative and one you wouldn’t want to miss!

MODERATOR
Ronald G. Johnson, Orchestra Manager/Education Coordinator, San Diego Symphony

PANELISTS
Jane Grier, Chairman, Women’s Committee; Vice President, Orange County Philharmonic Society
Barbara Haig, Manager of Special Projects, Los Angeles Music Center, Education Division
Howard Quarmstrom, Fine Arts Coordinator, San Diego County Office of Education
Murry Sidlin, Music Director, Long Beach and New Haven Symphonies
George Sinclair, General Manager, Napa Valley Symphony
Richard P. Slaker, Curriculum Coordinator, Chula Vista City Schools

How to Keep a Job — Young Musicians “Survival” Seminar II, Commodore Room

Detailed panel discussion concerning the contractor’s relationships to the orchestra and individual musicians, behind the scene responsibilities of the Music Director and audition techniques and responsibilities of the orchestra members.

- The Role of Orchestra Management
- Musicians Union Participation
- What Does a Music Director Really Do?
- The Musician’s Role (or What’s Expected of the Musician)
- How to Audition

MODERATOR
Larry Granger, Music Director, South Coast Symphony

PANELISTS
Ila Winterbourne, General Manager, Ventura County Symphony
Harriet Payne, violist, violinist, contractor
Keith Clark, Music Director, Orange County Pacific Symphony
Erica Sharp, author of “How to Get an Orchestra Job — and Keep It”
Jerry Folsom, Principal Horn, San Diego Symphony
Andres Cardenes, Concertmaster, San Diego Symphony

EVENING EVENT
SummerFest '86 LA JOLLA CHAMBER MUSIC SOCIETY

5:45 pm Buses depart from State Street exit (west side of hotel) for La Jolla Chamber Music Society Supper and Concert (ticket required)

6:30 pm Supper-on-the-Green in the Sculpture Garden at UCSD

8:00 - 10:00 pm La Jolla Chamber Music Society Concert (see program next page)
**Concert Program:**
Schubert, Eight Variations on an Original Theme for Four Hands in A-Flat Major, D. 813
Jeffrey Kahane, piano • David Golub, piano

Ravel, Sonata for Violin and Cello
Gyorgy Pauk, violin • Ralph Kirshbaum, cello

Schubert, Piano Quintet, Opus 114, D. 667, “Trout”
Miriam Fried, violin • Paul Biss, viola
Ralph Kirshbaum, cello • Susan Ranney, bass
Jeffrey Kahane, piano

*Buses return to the Hotel San Diego immediately following the concert.*

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**Sunday, August 10, 1986**

9:00 - 10:30 am
**ACSO ANNUAL MEETING BREAKFAST**
State Room (ticket required)
Michael Gehret, President
Reports on ACSO activities and election of new board members. (Open to all delegates)

10:30 am - 12:00 noon
**Earthquake Session,** San Diegan Room

**MODERATOR**
Ralph Black

**PANELISTS**
Michael Allerton, Executive Director, San Jose Symphony Orchestra
David Atherton, Music Director, San Diego Symphony
Keith Clark, Music Director, Orange County Pacific Symphony
Michael Gehret, President, ACSO
Ben Greene, Executive Director, Sacramento Symphony Orchestra
Pauline Fisher, General Manager, Santa Rosa Symphony; President-Elect, ACSO
Matthew Rich, Director of Sales, Columbia Artists Management, Inc.
Shirley Rubel, President, Volunteer Committee, San Diego Symphony
George Sinclair, Manager, Napa Valley Symphony Association
Herbert Solomon, President, San Diego Symphony Orchestra
Nan Washburn, Conductor, Bay Area Women's Philharmonic
John Willett, Music Journalist and Critic, San Diego Magazine
Joyce Wright, President, Monterey County Symphony Orchestra

12:30 pm
**ACSO Board Meeting and Luncheon** (closed), Federal Room

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**ACSO Executive Board 1985-86**

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G. Michael Gehret, San Francisco Symphony

**1st Vice President**
Pauline Fisher, Santa Rosa Symphony

**2nd Vice President**
George A. Sinclair, Napa Valley Symphony

**Secretary**
Suzanne Parkhurst, San Francisco Symphony

**Treasurer**
Leni Isaacs Boorstin, Los Angeles Philharmonic

**Past President**
Betty Mulryan, Marin Symphony

**Members at Large**
Richard Bass, San Diego Symphony
Laurel Dickranian, Los Angeles Philharmonic
Thomas Osborn, Seaver College Community Symphony

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Sandra Salyer, Mervyn's
George A. Sinclair, Napa Valley Symphony
Ila Winterbourne, Ventura County Symphony
Kris Saslow, Executive Director
From Leningrad...

EMANUIL SHEYNKMAN
MASTER OF THE MANDOLIN • MASTER OF THE BALALAIKA

UTAH SYMPHONY - "The real star of the show was balalaika virtuoso, Emanuel Sheynkman, whose refined artistry made a deeper impression than one might have expected given the usual associations that instrument enjoys in this part of the world. His virtuosity compels in a way one associates with the great classical artists."

William Goodfellow, Desert News

SACRAMENTO SYMPHONY - "Sheynkman played it (Hummel, Concerto for Mandolin) brilliant passages with utmost fluidity and made the melodies sing. When Sheynkman came back in the second half to play some Russian pieces with the balalaika, those lyric qualities were doubly welcome. His arrangements for orchestra were excellent and the music most appealing, full of charm and beautifully scored."

William Glacken, The Sacramento Bee

Mandolin, Hummel, Vivaldi and Ravel's Concertos
Balalaika, I. Tchaikovsky, Concerto for Balalaika & Orchestra, Five Miniatures for Balalaika & Orchestra

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Don't miss the colorful display of our California Orchestras' brochures, posters and other promotional materials in the Cabrillo Room, Hospitality Area.
1987-88 Season Artists

Instrumentalists
Claude Helffer piano
David Northington piano
Jerome Rose piano
Regina Shamvili piano
Daniel Kobialka violin
Maryvonne le Dizes violin
Bonnie Hampton cello
Alexandra Hawley flute
Rene Clemencic recorder
George Sakellariou guitar

Sopranos
Young-ae Cho
Rebecca Cook
Mary Costa
Evelyn de la Rosa
Helen Donath
Magda Kalmar
Katalin Kasza
Mady Mesple
Emily Rawlins

Mezzo-sopranos
Stephanie Friedman
Leslie Richards

Counter-tenors
Henri Ledroit
Steven Rickards

Tenors
Jean Dupouy
John Duykers
Paul Elliott
Peter Jeffes

Baritones
John Matthews
Sandor Solyom-Nagy

Bass-baritone
Robert Holl

Conductors
Antonello Alleandi
Rene Clemencic
Stefan Minde

Bass
Jules Bastin

California Artists Management
1182 Market Street, Suite 311 • San Francisco, CA 94102
Susan Endrizzi 415/861-ARTS 861-4714 Donald E. Osborne