20TH
ANNIVERSARY CONFERENCE
ASSOCIATION OF CALIFORNIA
SYMPHONY ORCHESTAS
AUGUST 4 - 6 1988

SPECIAL SESSIONS:
LEARNING FROM THE
OAKLAND SYMPHONY BANKRUPTCY

THE WESTIN SOUTH COAST PLAZA
HOSTED BY THE PACIFIC SYMPHONY ORCHESTRA
FROM ACSO'S PRESIDENT

As I complete my second and final term as ACSO's president, I am more and more pleased with our presence as a viable service organization to both large and small orchestras throughout the state. This has not happened overnight, and now at our annual conference this year ACSO is celebrating 20 years of service to California orchestras. Ernest Fleischmann, Executive Director of the Los Angeles Philharmonic and ACSO Board Member will be our anniversary luncheon speaker on Saturday. ACSO was founded by forward looking people such as Jean Squair who will be recognized at this luncheon.

Last year's conference theme in Santa Rosa, “FACE THE MUSIC Financial Disaster: Avoidance and Recovery,” seemed like a grim subject to some, and even though our conferences have much that is “upbeat” about them, ACSO wants to deal with the issues at hand. As such, the major focus of this year's conference will be the important study prepared by Melanie Beene and Associates, Autopsy Of An Orchestra. Besides the opening keynote address on Thursday, the consultants will be available for smaller breakout sessions on Thursday and one-on-one meetings during the conference. The remaining three days will be devoted to a spectrum of subjects pertinent to us all.

I am grateful to the many people who have worked hard for ACSO over the years and for those with whom I was most immediately involved on a day-to-day basis. Your ACSO Board does not have an easy time getting together, and yet their attendance, participation and mainly, CARING, have been gratifying to me and encouraging for the future of a service organization that I have been proud to be a part of.

I welcome you to the 20th Anniversary Conference and look forward to meeting as many of you as possible.

— Pauline Fisher

1988 ACSO CONFERENCE

Conference Chairman — Louis G. Spisto
Site Coordinator — Kristin Ikola

Host Orchestra — The Pacific Symphony Orchestra, Louis G. Spisto, Executive Director

Conference Committee
Leni Isaacs Boorstin
Suzanne Dewar
Polly Fisher
John Larry Granger
Marianne Marshall
Priscilla Munson
Erich Vollmer

Conference Registration & Tickets:
NE Galleria

Hours: Thursday, August 4 8:00 am - 5:00 pm
Friday, August 5 8:00 am - 5:00 pm
Saturday, August 6 8:00 am - 12:00 noon

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

Display Area • Message Board • Orchestra Brochures • Artists Managers' Brochures & Rosters
NE Galleria

Note: Due to the size of meeting rooms, smoking will be limited to session breaks.

Please wear your name badge at all times.
1987 - 88 CONTRIBUTORS

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George A. Sinclair .............. Sacramento Symphony
Dr. Gary Soren Smith ........ Fremont - Newark Philharmonic
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Mrs. Paul Wattis ................ San Francisco Symphony
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The Association of California Symphony Orchestras is supported in part by a grant from the California Arts Council.
CONFERENCE PROGRAM
THURSDAY, AUGUST 4, 1988

8:00 am - 5:00 pm
NE Galleria
Conference Registration
CONFERENCE REGISTRATION

10:00 am - 12:00 pm
San Gabriel
ACSO BOARD OF DIRECTORS
(Closed)

12:00 pm
Costa Mesa
LUNCHEON
Guest Speaker:
Melanie Beene, Arts Management Consultant
An Overview of Autopsy Of An Orchestra

MELANIE BEENE
Melanie Beene works in all aspects of management consulting to not-for-profit organizations in the arts, humanities, and education. She has served as an NEA Advancement Consultant since 1983, and currently administers the National Alliance of Media Arts Center's Management Assistance Program. Based in San Francisco, Melanie was previously Associate Director of Development for the San Francisco Symphony and the American Conservatory Theatre. A licensed attorney, Beene has a Master's degree in Asian Art History. She has previously worked as a writer/editor, public relations director, and college instructor.

2:30 pm - 4:00 pm
Balboa
OAKLAND SYMPHONY CASE ANALYSIS
Melanie Beene, Patricia Mitchell

2:30 pm - 4:00 pm
San Gabriel
THE ENDOWMENT MYSTERY
Larry R. Larson, Assoc. Development Director, San Francisco Symphony

THURSDAY, AUGUST 4, 1988, continued

4:15 pm - 5:45 pm
San Gabriel
LONG RANGE PLANNING
George A. Sinclair, Orchestra Manager, Sacramento Symphony

4:15 pm - 5:45 pm
Balboa
OAKLAND SYMPHONY CASE ANALYSIS
Melanie Beene, Patricia Mitchell

6:30 pm
Garden Court
WELCOME! COCKTAIL RECEPTION
Hosted by the Boards of Directors of Pacific Symphony Orchestra and the Orange County Philharmonic Society
Wine courtesy of Robert Mondavi Winery, Napa Valley

DINNER ON YOUR OWN

Ask at the registration table about ACSO orchestra and individual membership.
FRIDAY, AUGUST 5, 1988

7:15 am - 8:30 am
BLACK COFFEE
Ralph Black, V.P., In-field Consulting, American Symphony Orchestra League

8:00 am - 5:00 pm
CONFERENCE REGISTRATION
GENERAL SESSION:
ADVOCATE FOR YOUR ORCHESTRA
Coordinator:
Leni Isaacs Boorstin, Public Affairs Manager, Los Angeles Philharmonic
Panelists:
Dennis Mangers, V.P. Governmental Affairs, California Cable Television Assn.
Rudolf Nothenberg, Chief Administrative Officer, City and County of San Francisco
Martin Weil, Managing Director, Opera Pacific

10:45 am - 12:15 pm
THE SEARCH FOR A NEW MUSIC DIRECTOR
Speakers:
Mary Newkirk, General Manager, Long Beach Symphony
Preston Stedman, Board Member, Pacific Symphony

10:45 am - 12:15 pm
San Carlos

FRIDAY, AUGUST 5, 1988, continued

2:00 pm - 3:30 pm
Burke Keegan (continued)
University, Arts Administration M.B.A. program, at Foothill College, and for the Support Center/C.T.D. She also conducts specialized Board trainings for organizations throughout the Western states.

2:00 pm - 3:30 pm
San Gabriel
LUNCH ON YOUR OWN
SHORT & LONG RANGE FINANCIAL PLANNING
Speakers:
Benjamin Greene, Former Executive Director, Sacramento Symphony
Larry Hudspeth, Finance Director, Long Beach Symphony

2:00 pm - 3:30 pm
San Carlos
YOUTH EDUCATION — PROGRAMS THAT WORK
Moderator:
Irene Klug Nielsen, General Manager, Fresno Philharmonic
Speakers:
Mary Gifford, Director of Education & Choral Activities, Sacramento Symphony
Eric Gratz, Education Director, Fresno Philharmonic
Sara Mullarkey, Chairman, Orange County Philharmonic Society Women’s Committees
Judy Thompson, Vice Chairman Youth Programs, Orange County Philharmonic Society Women’s Committees, Youth Programs

2:00 pm - 3:30 pm
San Carlos
Seminar in Choral Conducting Techniques for Instrumental Conductors
Speaker:
Keith Clark, Music Director/Conductor, Pacific Symphony Orchestra

BURKE KEEGAN

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### FRIDAY, AUGUST 5, 1988, continued

**2:00 pm - 3:30 pm**  
**San Felipe**

**Making Your Case: How Government, Corporate & Foundation Funders Look at Your Grant Proposals**

**Moderator:** Elliot Klein, Program Administrator for Music, Organizational Grants, CAC

**Panelists:**
- Dennis Collins, President, Irvine Foundation
- Bruce Maza, Assistant to President, Ledler Foundation
- Jack McCarley, V.P. for Public Affairs, Macy's, I. Magnin's, Bullock's Wilshire
- Don Roth, General Manager, San Francisco Symphony, Former Chairman NEA Orchestra Panel

**3:45 pm - 5:15 pm**  
**San Carlos**

**PROGRAMMING YOUR SEASON**  
(Or: How I Went Nuts Trying to Make Everybody Happy)

**Moderator:** Erich Vollmer, Executive Director, Orange County Philharmonic Society

**Panelists:**
- James Chute, Music Critic, Orange County Register
- Daniel Lewis, Professor of Music, USC; Conductor, USC Symphony
- W. Andrew Powell, Director of Marketing and Public Relations, Pacific Symphony
- Matthew Rich, Vice President, Director of Booking, Pacific Coast Div., Columbia Artists Management Inc.
- Ronald S. Rosen, Chairman of the Board, Los Angeles Chamber Orchestra

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**FRIDAY, AUGUST 5, 1988, continued**

**3:45 pm - 5:15 pm**  
**San Felipe**

**THE ARTS MARKETING PYRAMID**

**Speaker:** Louis Spisto, Executive Director, Pacific Symphony Orchestra

**Board of Directors**  
"Where is the Balance — Artistic Achievement vs. Responsibility to Musicians vs. Fiscal Integrity?"

**Moderator:** Ralph Black, Vice President, Infield Consulting, American Symphony Orchestra League

**Panelists:**
- Nancy Bechtel, President, San Francisco Symphony
- Douglas McLendon, President, San Jose Symphony Association
- Patricia A. Mitchell, Arts Management Consultant
- Clark Suttle, Music Director, Monterey County Symphony
- Board Member, Ventura County Symphony

**6:30 pm - 8:00 pm**  
**Costa Mesa**

**DINNER**  
Sponsored by: Columbia Artists Management Inc.

**8:00 pm - 9:00 pm**  
**South Coast Symphony Pops**  
Concert

**John Larry Granger, Music Director & Conductor**

**Mona Golabek, Pianist**  
(By arrangement with Columbia Artists Management Inc.)

**Sponsored by:**
- City of Costa Mesa
- Donn Hall, Mayor
- Allan Roeder, City Manager
SATURDAY, AUGUST 6, 1988

7:15 am - 8:30 am
Viejo
BLACK COFFEE
Ralph Black, V.P., In-field Consulting, American Symphony Orchestra League

8:00 am - 12:00 noon
NE Galleria
CONFERENCE REGISTRATION

9:00 am - 10:30 am
Santa Ana
STAFF PEER FORUMS
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- Community/Urban Managers
  Mary Lou Jones, Executive Director, Redlands Symphony

- Volunteers as Managers
  Marian Lindner, Board of Directors, Napa Valley Symphony

9:00 am - 10:30 am
San Gabriel
SYMPHONY LEAGUE WOW!
EVENTS
Moderator:
Cornelia R. Mazer, Board Member, Pacific Symphony Orchestra

SATURDAY, AUGUST 6, 1988, continued

Panelists:
Successful Sporting Events — 10K Run & Golf Tournament
Frances Elliott, Special Program Coordinator, Ventura County Symphony

Holiday Look-In
Constance Madsen, Vice President, Pasadena Symphony Assn, Women's Committee

Viennese Ball
Pacific Symphony Womens' Guild

Crescendo Auction
Susan Weir, Event Chairman, Long Beach Symphony Guild

YOUNG MUSICIAN'S SURVIVAL SEMINAR I
Youth Orchestras/Stepping Stone to Professionalism
Moderator:
Ethel London, Former Manager, Oakland Symphony Youth Orchestra

Panelists:
Laura Bistany, Music Director and Conductor, Antelope Valley Community Orchestra
Katherine Burgardt, Executive Director, Oakland Symphony Youth Orchestra
Nan Washburn, Artistic Director, Bay Area Women's Philharmonic
SATURDAY, AUGUST 6, 1988, continued

10:45 am - 12:15 pm  
San Carlos

ARTS ADMINISTRATION — Sharpening Your Managerial Skills
E. Arthur Prieve, Director, Center for Arts Administration and Professor of Management, Graduate School of Business, University of Wisconsin-Madison

E. ARTHUR PRIEVE

10:45 am - 12:15 pm  
San Felipe

LABOR RELATIONS
Moderator:  
Don Roth, General Manager, San Francisco Symphony

Panelists:
Benjamin Greene, Former Executive Director, Sacramento Symphony  
David Peck, Principal Clarinet, Orchestra Committee Chairman, San Diego Symphony  
Deborah Rutter, Executive Director, Los Angeles Chamber Orchestra

10:45 am - 12:15 pm  
San Gabriel

YOUNG MUSICIAN'S SURVIVAL SEMINAR II
Climbing from Community to Major Orchestra
Moderator:  
Ila Winterbourne, General Manager, Ventura County Symphony

Panelists:
Larry Granger, Conductor, South Coast Symphony  
Thomas Osborn, Conductor, Downey Symphony

SITUATION, AUGUST 6, 1988, continued

12:00 pm - 1:00 pm  
Mesa Verde

1:00 pm  
Santa Ana

ACSO ANNUAL MEETING
Election of 1988-89 Board of Directors

ACSO 20th ANNIVERSARY LUNCHEON
Speaker:  
Ernest Fleischmann, Executive Director, Los Angeles Philharmonic
“a golden musical future for the golden state?”

ERNEST FLEISCHMANN

3:00 pm - 4:30 pm  
San Carlos

FESTIVALS — REBELS WITH CAUSE
Moderator:  
Jeanette O’Connor, Executive Director, Ojai Festival

REHEARSAL TECHNIQUES FOR CONDUCTORS
Moderator:  
Karen Kimes, Consultant, La Jolla Chamber Music Society

ROUNDTABLE DISCUSSIONS
Coordinator:  
Polly Fisher, General Manager, Santa Rosa Symphony
SATURDAY, AUGUST 6, 1988, continued

- California Arts Council
  Juan Carrillo, Deputy Director of Programs, CAC
  Elliot Klein, Program Administrator for Music, Organizational Grants, CAC

- Orchestra on Tour
  Abby Johnson, Director, Tour Arts, Inc.
  Ethel London, Former Manager, Oakland Symphony Youth Orchestra

- New American Music — Programming & Funding
  Carl Stone, Director, Meet the Composer/California

- Symphony Leagues/Guilds Share It All
  Jean Reed, Past President, Santa Rosa Symphony League and Board Member, Santa Rosa Symphony

3:00 pm - 4:30 pm
San Gabriel

YOUNG MUSICIAN’S SURVIVAL SEMINAR III
Superior Performance/Resume & Audition Techniques

Moderator:
Ila Winterbourne, General
Manager, Ventura County Symphony

Panelists:
David Ramadanoff, Conductor, Vallejo Symphony
Jennifer Duston, General Manager, Napa Valley Symphony
Carolyn Osborn, Violinist, San Diego Symphony

5:45 pm

BOARD BUSES TO IRVINE MEADOWS AMPHITHEATRE

SATURDAY, AUGUST 6, 1988, continued

6:30 pm

BOX SUPPER
Irvine Meadows Amphitheatre
Summer Home of the Pacific Symphony Orchestra

8:30 pm

CONCERT
Hosted by the Pacific Symphony Orchestra Association
Beethoven, Egmont Overture
Mark McGuirt, Piano Concerto
Bryan Pezzone, Pianist
Beethoven, Symphony No. 9, Chorale
Pacific Chorale
Orange Coast Chorale
Saddleback Concert Chorale
Anita Proitch, Soprano
Jacalyn Bower, Mezzo-Soprano
William Ouliv, Tenor
James Patterson, Bass
Pacific Symphony Orchestra
Keith Clark, Conductor
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1989-1990

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Bruce Brubaker
Leslie Howard
Masanobu Ikemiya
Diana Kacso
Mary Sadovinikoff Fortepiano

STRINGS
Margaret Batjer Violin
Ora Shiran Violin
Hans Roelofsen Double Bass
Rudolf Senn Double Bass
Douglas James Guitar

WOODWINDS
Paul Fried Flute
Raffaello Orlando Clarinet
Susan Stone Flute

Vocalists

Jackie Cain & Roy Kral Jazz Vocalists

Conductors

Michael Bartos
Gisele Ben-Dor
Eduardo Ostergren

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1989-1990
### 1989-90 Season Artists

#### ENSEMBLES
- Apple Hill Chamber Players
- Chanticleer
- Clemencic Consort
- Collegium Vocale (Ghent)
- Francesco Trìo
- Hampton/Schwartz Duo
- Kobialka Duo
- La Chapelle Royale

#### CHAMBER ORCHESTRAS
- London Chamber Players
- Amsterdam Baroque Orchestra

#### INSTRUMENTALISTS
- Claude Helffer piano
- David Northington piano
- Regina Shamvili piano
- Daniel Kobialka violin
- Bonnie Hampton cello
- Alexandra Hawley flute
- Rene Clemencic recorder

#### SOPRANOS
- Young-ae Cho
- Rebecca Cook
- Mary Costa
- Evelyn de la Rosa
- Mady Mesple

#### MEZZO-SOPRANOS
- Stephanie Friedman
- Leslie Richards

#### COUNTER-TENOR
- Steven Rickards

#### TENORS
- John Duykers
- Paul Elliott

#### BASS-BARITONE
- Mark Coles

#### BASS
- Jules Bastin

#### DANCE/SPECIAL ATTRACTIONS
- Chanticleer
- George Coates Performance Works
- Khadra International Folk Ballet
- The Make Believe Brass
- Tandy Beal & Company

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- John Adams
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**20th Anniversary Conference**

Association of California Symphony Orchestras

August 4 - 6 1988

**Special Sessions:**

Learning from the Oakland Symphony Bankruptcy

The Westin South Coast Plaza

Hosted by the Pacific Symphony Orchestra