### ASSOCIATION OF CALIFORNIA SYMPHONY ORCHESTRAS

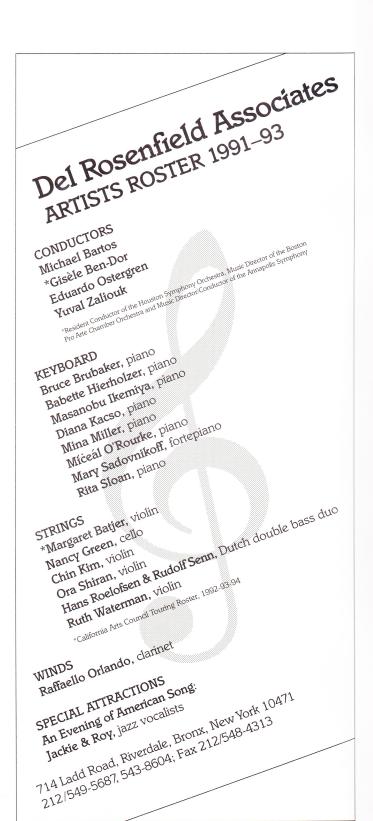
(Vision + Leadership) x Energy

Success

**ONFERENCE** 

**AUGUST** 22 - 24, 1991 Hosted by the San Diego Symphony / & The La Jolla Chamber

**Music Society** 



### 23rd Annual Conference

# **Association of California Symphony Orchestras**

# (Vision + Leadership) x Energy Success

hosted by

### The La Jolla Chamber Music Society

Heiichiro Ohyama, Music Director

and

The San Diego Symphony

Yoav Talmi, Music Director

August 22 - 24, 1991
Marriott Suites Symphony Towers
San Diego

### FROM ACSO'S PRESIDENT



Dear Friends and Colleagues,

Welcome to the 1991 ACSO Conference!

These three days in San Diego and La Jolla are important for me as they will be a brief but necessary escape from the rigors of season preparation, budget worries and the general chaos which marks the end of summer and beginning of the fall season. This year, in particular, as we are all suffering from the troubles of budget shortfalls, economic downturns and slumping subscription sales, a time for us to work together, brainstorm, commiserate, and support one another will be extremely important.

On the positive side, orchestras throughout the state are musically healthier and happier than ever. We can rejoice in the superb music and look forward to great music as the reward for our efforts.

Someone very clever must have known last February, when dreaming up the title and focus of this conference, that we would need a good dose of:

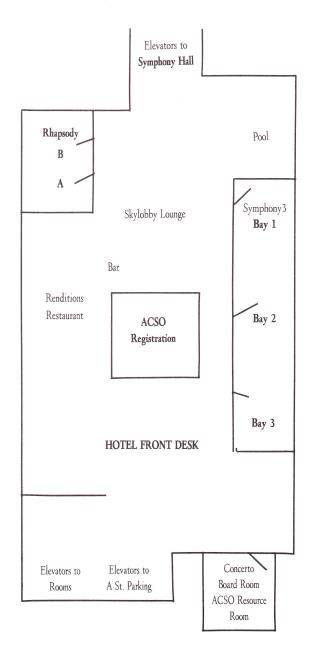
### (Vision + Leadership) x Energy = Success

I hope you all give and get the most from the Conference and that it provides the strength, conviction, determination and enthusiasm necessary to make 91/92 another memorable, successful season.

Oh, by the way, have fun too!

All the best,

Deborah Rutter President 701 A Street, San Diego, California 92101 (619) 696-9800



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### NEIL RUTMAN, Pianist

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(Rachmaninoff No. 2)
MAY 1, 2, 1992

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Saturday, August 24 for ACSO
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### 1991 ACSO CONFERENCE

### Conference Chairmen

Wesley O. Brustad, Executive Director, San Diego Symphony Neale Perl, Executive Director, The La Jolla Chamber Music Society

### Conference Manager

Kathryn R. Martin, Production Manager, Music Department, University of California, San Diego

### On-Site Coordinator

Pia Sieroty Spector, Administrative Assistant, ACSO

### Registration Coordinator

Ruth Beamish, President, San Diego Symphony League

### Conference Committee

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Roberta Hill, Volunteer, San Diego Symphony League Pam Lee, Board of Directors, ACSO Sharon McNalley, Board of Directors, ACSO Marie Olesen, Chair, SummerFest La Jolla '91

Deborah Rutter, President, ACSO Joan Salb, Board of Directors,

The La Jolla Chamber Music Society

Margaret Trower, Volunteer, San Diego Symphony League

Many thanks to the members of the ACSO Conference Committee, the ACSO Board of Directors and the staff and volunteers of The La Jolla Chamber Music Society and the San Diego Symphony for their time and commitment to this conference.

### Conference Registration & Tickets:

Hours: Thursday, August 22 7:30 am - 5:00 pm
Friday, August 23 7:30 am - 5:00 pm
Saturday, August 24 7:30 am - 12:00 noon

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

### — Concerto Board Room —

Orchestra Brochures Artist Managers Brochures and Rosters Computer Information

### 1990 - 91 CONTRIBUTORS

6.0

The Association of California Symphony Orchestras gratefully acknowledges the support of its many good friends whose contributions help ACSO to continue its service to the orchestra community.

### Major Gifts

ASCAP
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### Gifts \$300 and above

Laurel Karabian	Los Angeles	
Deborah Rutter	Los Angeles Chamber Orchestra	

### Gifts \$150 - \$299

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### Gifts \$60 - \$149 (continued)

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PLEASE WEAR YOUR *NAME BADGE* AT ALL TIMES

# Thursday, August 22MD

7:30 am -5:00 pm Skylobby Lounge Concerto Board Room

CONFERENCE REGISTRATION

8:30 am -

ACSO RESOURCE ROOM PEER FORUMS FOR STAFF

10:00 am Tables #1-6 Rhapsody Tables #7-12 Symphony Bay

AND VOLUNTEERS Informal discussion groups for volunteers, managers and executive directors for like-sized orchestras.

Coordinator:

Karine Beesley, Executive Director, Ventura County Symphony

Table #1

Managers/Orchestras with budgets to \$250,000 Lynda Collum, Executive Director,

Mesa (AZ) Symphony

Table #2

Managers/Orchestras with budgets \$250,000-\$500,000

David Folsom-Jones, Executive Director,

Santa Cruz County Symphony

Table #3

Managers/Orchestras with budgets \$250,000-\$500,000 Tamra Saylor, General Manager, San Diego Chamber Orchestra

Table #4

Managers/Orchestras with budgets

\$500,000-\$1,000,000

Irene Klug Nielsen, General Manager,

Fresno Philharmonic

Table #5

Managers/Orchestras with budgets over \$1,000,000

Douglas N. McLendon, President, CEO, San Jose Symphony

Table #6

Managers/Directors of

College & University Orchestras

Dr. Gary S. Smith,

Division Director, Ohlone College

Community Orchestra

Table #7

Managers/Directors of Youth Orchestras

Nancy Houston, General Manager,

Valley Youth Orchestras

**—** 11 **—** 

# Phursday, August 22nd

Managers/Music Festivals Table #8 Nancy Laturno, General Manager, Mainly Mozart Festival Table #9 **Development Directors** Eve Henderson, Director of Development, Orange County Philharmonic Society Table #10 Marketing Directors John MacElwee, Director of Marketing, Pacific Symphony Operations & Assistant Managers Table #11 Jim Medvitz, Director of Operations, Pacific Symphony Table #12 Volunteers - A Conference Orientation Pam Lee, Board Member, Stockton Symphony; Sharon McNalley, Board Member, Los Angeles Chamber Orchestra 2ND ANNUAL INNOVATIVE 10:00 am -**CASE STUDIES** 11:30 am Roundtable discussions of creative Tables #1-6 ideas and success stories with an Rhapsody emphasis on practical solutions and Tables #7-12 examples. Symphony Bay Format: The case study leader will initiate and prepare agenda, but the discussion will be participatory. Priscilla Munson, Artistic Manager, Coordinator: Long Beach Symphony Table #1 Developing a Support Organization Laila Conlin, Founding President, Opera Pacific Guild Alliance Video of Your Orchestra -Table #2 Is This For You? Richard J. Frank, Director of Development/Producer, American Youth Symphony Table #3 So You Want To Open A Symphony Store Ruth Beamish, President, San Diego Symphony League Table #4 Does A Symphony League Need A Long Range Plan? Yes! Susan Weir, Past President,

# Hursday, August 22nd

Table #5	Forging School/Orchestra Partnerships for Successful Music Education Programs and Audience Development Bill Burke, Executive Director, California Music Educators; President, Diablo Symphony
Table #6	New Marketing Technologies: Micro-marketing for Symphonies George Boomer, President, Boomer Enterprises, Inc.
Table #7	Philharmonic Style: Capturing the Younger, Newer Concertgoer Steve Linder, Assistant Director of Marketing & Communications, Los Angeles Philharmonic
Table #8	Effectively Orchestrating the Day-to-Day Operations of a 1, 2 or 3 Person Office Doreen Hardy, General Manager, South Coast Symphony
Table #9	"Where's The Fire?" A Smoke Detector Fiscal Model Larry Hudspeth, Finance Director, Long Beach Symphony
Table #10	The Art of Personal Wellness: Who Takes Care of the Manager? Priscilla Munson, Artistic Director, Long Beach Symphony
Table #11	New Campaigns at the LA Philharmonic: Early Subscription Renewals, Junior Patrons Program and A 5K/10K Run Frances Muir, Past Chairman, Los Angeles Philharmonic Affiliates Coordinating Board
Table #12	Bravo! A Successful Young Professionals Affiliate Annette Rocha, Past President, Long Beach Symphony Bravo!

12:30 pm -2:00 pm Copley Symphony Hall Foyer



Guest Speaker:

Wesley O. Brustad, Executive Director, San Diego Symphony



Dr. William J. McGill, Past President, Columbia University; Past Chancellor, University of California, San Diego

Long Beach Symphony Guild

# Thursday, August 22nd

2:30 pm -4:30 pm Symphony Bay **GENERAL SESSION** 

Inspiration From Successful Leaders In The Corporate World

Moderator:

**Wesley O. Brustad,** Executive Director, San Diego Symphony

Panelists:

Father Joe Carroll, Director, St. Vincent De Paul,

Joan Kroc Center

Terry Churchill,
Area Vice President,
Pacific Bell; President,
Old Globe Theatre

Howard E. (Ted) Greene, Jr., Chairman and CEO, Amylin Corporation

6:30 pm Hotel Main Entrance Meet to walk to C & 6th Streets to board San Diego Bayside Trolley to Pops (Gaslamp Convention Stop)

7:30 pm

CABARET DINNER AND THE SAN DIEGO SYMPHONY

# Summer Pops'91

Jack Everly, Conductor Steven Mayer, Piano Damian Bursill-Hall, Flute Isabella Lippi, Violin

Post-concert reception hosted onstage by the San Diego Symphony Orchestra Association

# Friday, August 23RD

7:30 am -5:00 pm Skylobby Lounge

8:00 am -12:00 pm Symphony Bay 2 CONFERENCE REGISTRATION

PERSONAL DEVELOPMENT SEMINAR — The Effective Conductor: A Matter of Communication And Personality

This seminar will teach you how understanding your personal characteristics can be useful in your relationships with musicians, managers and audiences.

Host:

**Thomas Osborn,** Music Director, Downey Symphony; Seaver Community Orchestra



Barbara Pollack, Ph.D.

Dr. Pollack is a clinical psychologist and musician. Her studies have been related to the complex relationships of different personality types and styles of communication. In June, 1990, she presented a paper in London at the International Conference on the Psychology of Performing Arts.

9:00 am -10:30 am Rhapsody A **CONCURRENT SESSIONS:** 

1. ARTIST MANAGERS & ORCHESTRA MANAGERS: Oil and Water Do Mix!

Moderator:

**Erich A. Vollmer,** Executive Director, Orange County Philharmonic Society

Panelists:

Anne Bernardo, General Manager, Tulare County Symphony Carol Cunning, Owner/Manager,

CCS International

Tim Fox, West Coast Booking Rep.,
Columbia Artists Management Inc.

Welz Kauffman, General Manager,

Los Angeles Chamber Orchetra Irene Klug Nielsen, General Manager,

Fresno Philharmonic

# Friday, August 23RD

Symphony Bay 1

2. VOLUNTEER SKILLBUILDERS I: The Dynamic Leader - Setting The

Tempo, Knowing The Score

Moderator:

**Sharon McNalley,** Board of Directors, Los Angeles Chamber Orchestra

Panelists:

Joanne Austin, Board of Directors, Los Angeles Philharmonic Affiliates Susan Beechner, Board of Directors, Orange County Philharmonic Society Alice Coulombe, Board of Directors,

Los Angeles Opera

Rhapsody B

3. PLANNING YOUR SEASON: Audience Forecasting Using Current Economic Indicators

Host:

**Betty Fingold,** Financial Analyst, San Francisco Symphony

Panelists:

Brent Assink, General Manager, San Francisco Symphony George Boomer, President, Boomer Enterprises, Inc.

10:45 am -12:15 pm

Rhapsody A

**CONCURRENT SESSIONS:** 

1. FUND RAISING IN TOUGH TIMES

Host:

**Louis G. Spisto,** Executive Director, Pacific Symphony

Panelists:

Ann Campbell, Development Director,

San Diego Opera

Stephen Dunn, Stephen Dunn &

Associates

**Neale Perl,** Executive Director, La Jolla Chamber Music Society

Symphony Bay 1

2. VOLUNTEER SKILLBUILDERS II: From Overture To Ovation -Attracting Volunteers

Moderator:

**Pam Lee,** Board Member, Stockton Symphony

Panelists:

George Boomer, President, Boomer Enterprises, Inc.

Paulette Goodrich, Volunteer Council Chairman, San Francisco Symphony Janice Johnson, Board of Directors, Pacific Symphony; Chairman of Guilds, Orange County Performing Arts Center

**—** 16 **—** 

# Friday, August 23RD

Rhapsody B

3. KEY PERSONNEL ISSUES/ EMPLOYMENT LAW

What state and federal requirements for employers are applicable to you; what agencies you need to become acquainted with, even if you are the only staff member; why orchestra members are not independent contractors; wage & hour issues for every employer; why ignorance of the law provides no protection for non-compliance.

Moderator:

Karine Beesley, Executive Director,

Ventura County Symphony

Panelists:

Nancy Mims, Director, Human Resources, San Francisco Symphony Mary Lee Thomson, Attorney, Littler, Mendelson, Fastiff & Tichy

12:30 pm -1:30 pm LUNCH ON YOUR OWN OR SPECIAL INTEREST LUNCH

Renditions' Private Restaurant **CONDUCTORS** 

Dutch Treat Lunch with

Heiichiro Ohyama, Artistic

Director, La Jolla SummerFest

(sign up at ACSO Registration Desk)

President's Room Copley Symphony Hall **VOLUNTEERS AND TRUSTEES** 

Dutch Treat Lunch with

George Sebastian, Marketing Director,
Los Angeles Chamber Orchestra

"Backstage Disasters!"

(sign up at ACSO Registration Desk)

1:30 pm -3:00 pm Rhapsody A **CONCURRENT SESSIONS:** 

 CALIFORNIA COMPOSERS' SHOWCASE: A presentation of scores and recordings of recent works by California-based composers.

Host:

Kathryn R. Martin, Production Manager, Music Department, UCSD

Speaker:

Stephen Hartke,

Composer-in-Residence, Los Angeles Chamber Orchestra

*— 17 —* 

# Friday, August 23RD

Symphony Bay 1

**VOLUNTEER SKILLBUILDERS III:** 

Publicizing Your Projects -Fanfare On A Budget

Moderator:

Sue Dewar, Past President,

ACSO; Monterey County Symphony

Panelists:

Ann Giesler, Coordinator, Volunteer Activities, Los Angeles Philharmonic Ursula Kroemer, Special Projects

Editor, KFMB Radio

Les Smith, Public Relations Director, San Diego Symphony

Symphony Bay 2

THE WORLD OF THE MANAGER

Host:

**Polly Fisher**, General Manager,

Santa Rosa Symphony

Speaker:

Louis G. Spisto, Executive Director,

Pacific Symphony

3:15 pm -4:30 pm

**CONCURRENT SESSIONS:** 

Rhapsody A

THE ORCHESTRA'S ROLE IN CREATING

NEW REPERTOIRE: How To Commission

Commissioning procedures: identifying the composer you want, determining fees, mutual responsibilities, drawing up contracts and making the most of your collaboration with a composer.

Moderator:

Stephen Hartke,

Composer-in-Residence,

Los Angeles Chamber Orchestra

Panelists:

Miriam Abrams, Executive Director,

The Women's Philharmonic

**Deborah Rutter**, Executive Director, Los Angeles Chamber Orchestra Rand Steiger, Composer; Faculty,

U.C. San Diego

Symphony Bay 283

ALL IN THE FAMILY: Discussing And Resolving

Sticky Problems

The "Family" consists of trustees, volunteers, management, musicians, audiences and the community.

· — 18 — .

# Friday, August 23RD

Host:

Pam Lee, Board Member,

Stockton Symphony

Moderator:

Joseph Truskot, Executive Director,

Monterey County Symphony

Panelists:

Jean Harrison, President, Santa Rosa Symphony League

Kenneth Herman, Music Writer,

Los Angeles Times, San Diego Edition

Ron Leonard, Principal Cellist, Los Angeles Philharmonic

**Douglas N. McLendon**, President/CEO,

San Jose Symphony Donn Schroeder, Violist, Monterey County Symphony; President-Administrator, AF of M Local 616

Sharlene Strawbridge,

Assistant Director of Development,

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Relations, Pacific Symphony Jack Everly, Guest Conductor, San Diego SummerPops Miriam Willie, President, Ventura County Symphony

Symphony Bay 1

**PUBLIC RELATIONS AND** YOUR INSTITUTIONAL IMAGE

Host:

George Sebastian,

Marketing Director,

Los Angeles Chamber Orchestra

Speaker:

Robert Bleiweiss,

Bleiweiss Communications Inc.

# Friday, August 23RD

6:00 pm Hotel Main Entrance Board Buses to Mandeville Auditorium, UCSD Campus

SummerFiesta Dinner

8:00 pm

LA JOLLA CHAMBER MUSIC SOCIETY SUMMERFEST '91 CHAMBER ORCHESTRA CONCERT

Heiichiro Ohyama and Andre Previn conducting

> Gary Hoffman, Cello Carolyn Hove, English Horn Cho-Liang Lin, Violin Thomas Stevens, Trumpet with members of the San Diego Symphony

Post-concert reception hosted onstage by The La Jolla Chamber Music Society Board of Directors

# Saturday. August 247#

7:30 am -12:00 pm Skylobby Lounge CONFERENCE REGISTRATION

8:00 am - 9:00 am

ACSO ANNUAL MEETING
Open to all delegates

Symphony Bay 3

9:00 am -10:30 am CONCURRENT SESSIONS:

Symphony Bay 1 & 2 1. CORPORATE FUND RAISING

Moderator:

**Nancy Laturno,** General Manager, Mainly Mozart Festival

Panelists:

Catherine Austin, Charitable

Giving Committee,
Hewlett-Packard Company

Caroline Boitano, Vice President
and Associate Director,
Bank of America Foundation

Nancy Glaze, Program Officer,
The David and Lucile
Packard Foundation

John Parry, Nissan Design

International

**Dan Ponder,** General Manager, The Kingston Hotel

Rhapsody A & B 2. DIVERSIFICATION STRATEGIES FOR BOARD, STAFF AND AUDIENCES

Moderator:

**Deborah Rutter,** Executive Director, Los Angeles Chamber Orchestra

Panelists:

Catherine French, Executive Vice President and CEO,

American Symphony Orchestra League *Nancy Mims*, Director of Human Resources, San Francisco Symphony *Paul Minicucci*, Principal Consultant, Joint Committee on the Arts *Robert Walker*, Executive Director,

Sacramento Symphony

# Saturday, August 247#

10:45 am -12:15 pm **CONCURRENT SESSIONS:** 

Symphony Bay 2

1. EFFECTIVE POLITICAL CHANGE - GET INVOLVED!

Ben Clay, partner in the professional advocacy firm of Carpi & Clay and member of the San Diego Board of Directors, will outline the basic techniques for effective advocacy before telling us how to find some of the "hidden treasures" in local funds. Ms. Boorstin will discuss why we have an arts council this year and the effects of the state deficit on music education. Ms. French will bring us up to date on proposed changes in federal laws, including taxation, postage, telemarketing and international artists.

Moderator:

**Peggy Duly,** President, Mainly Mozart Festival

Panelists:

Ben Clay, Partner, Carpi & Clay Leni Isaacs Boorstin, Public Affairs Director, Los Angeles Philharmonic; President, California Confederation of the Arts

Catherine French,
President and CEO,
American Symphony Orchestra

Symphony Bay 1

2. CONDUCTORS WEAR MANY DIFFERENT HATS

Moderator:

**John Larry Granger,** Music Director, South Coast Symphony; Santa Cruz County Symphony

Panelists:

**Denis de Coteau,** Music Director, San Francisco Ballet

Jennifer Duston, Executive Director,

Marin Symphony

John MacElwee, Director of Marketing, Pacific Symphony Nan Washburn, Music Director, Camellia Symphony Saturday, August 247#

Rhapsody A

3. EDUCATION PROJECTS THAT WORK

Host:

David Folsom-Jones,
Executive Director,
Santa Cruz County Symphony

Panelists:

**Richard Bains**, Education Director, San Francisco Youth Orchestra

**Bert Harclerode,**Artistic Administrator
and Education Coordinator,
San Diego Symphony

12:30 pm -2:00 pm Copley Symphony Hall Foyer LUNCHEON

Host:

*Marie Olesen*, Chair, SummerFest La Jolla '91



Guest Speaker: Andre Previn, Composer, Conductor and Pianist

Luncheon graciously sponsored by Columbia Artists Management Inc.

**CONCURRENT SESSIONS:** 

2:15 pm -3:30 pm Symphony Bay 1

1. POPS...SERIOUS FUN

Moderator:

**Peter B. Lane,** Executive Director, New York Pops

Panelists:

Lynn Hallbacka, General Manager,

San Diego Symphony

Mark McGurty, Composer/Arranger, Cincinnati Pops Orchestra

**Newton Wayland**, Principal Pops Conductor Houston

Conductor, Houston Symphony Orchestra

Rhapsody A

THE ILLS OF THE AMERICAN SOCIETY:

Crime, Drugs, Poverty and Diminishing Audiences For Symphony Orchestras

Host:

Karen Kimes

Speaker:

Murry Sidlin,

Resident Conductor, Aspen Music Festival;

Director of Conductors' Apprentice

Program, U. of Minnesota

Symphony Bay 2 & 3

3. LEARNING TOP LEADERSHIP SKILLS FROM TOP LEADERS

Moderator:

Mary E. Newkirk,

Executive Director, Long Beach Symphony

Panelists:

John Hancock, President, Long Beach Symphony; Executive Vice President, Security Pacific National Bank Ronald S. Rosen, Chairman Emeritus, Los Angeles Chamber Orchestra Viviane Warren, Past President, La Jolla Chamber Music Society; Recent Presidential Appointee,

International Broadcasting

Task Force

4:30 pm -5:30 pm

President's Reception (by invitation only)

8:00 pm Copley Symphony Hall LA JOLLA CHAMBER MUSIC SOCIETY SUMMERFEST '91

Andre Previn Jazz Trio

Andre Previn, Piano Mundell Lowe, Guitar Ray Brown, Bass

### CCS International

presents

### **ANGELES QUARTET\***

Kathleen Lenski & Roger Wilkie, violins; Brian Dembow, viola; Stephen Erdody, cello "brilliant concert" San Francisco Chronicle

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"a commanding show of virtuosity" Los Angeles Times

### **CLAYTON HASLOP, violin & JACK SANDERS, guitar\***

"a strong and virtuoso program" Los Angeles Times

### LOS ANGELES CHAMBER ORCHESTRA WINDS\*

"their ensemble is immaculate" New York Times

### MUSICAL OFFERING Baroque Ensemble\*

"a stunning concert" Los Angeles Herald-Examiner

### YEHUDA GILAD, conductor

"exciting and memorable" Los Angeles Times

### LINCOLN MAYORGA, piano\*

"wonderfully artistic" San Francisco Chronicle

### ARNOLD STEINHARDT, violin/viola

"Steinhardt is brilliant" Miami Herald

### YIZHAK SCHOTTEN, viola

"expertly played" New York Times

### PETER REJTO, cello

"Mr. Rejto is an exceptional player" New York Times

### DAVID SHOSTAC, flute\*

"extraordinary" New York Times

### **ALLAN VOGEL**, oboe\*

"excellent" New York Times

### MICHELE ZUKOVSKY, clarinet

"briliant...a virtuoso of first rank" New York Times

### FRØYDIS REE WEKRE, horn

"a flawless performance" Los Angeles Times

### JACK SANDERS, guitar

"thoroughly captivated his audience" Soundboard



### CCS International

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\*Up to 50% fee reimbursement may be available through the California Arts Council Touring Program.

### An Outstanding Score of Artists



### William Henry Curry,

conductor

• 1988 Stokowski Award .. an imaginative, dynamic and tireless maestro with a soul for the big sound."

-The Indianapolis Star

### Carolyn Disnew,

soprano

"Her . . . sultry natural instrument of unusual charisma set the opening night audience back on its seats."

-Opera Guide

### Terry Edwards,

conductor

"Under the direction of Terry Edwards, the Voices produced an astonishingly lucid blend of tone. -Daily Telegraph (London)

### Herbert Handt,

conductor

'The Orchestra da Camera Lucchese responded with their usual enthusiam under Maestro Handt's alert and authoritative beat."

-Daily American (Rome)

### Linda Hirst.

messo-soprano

"... I don't think I have ever heard such intoxicatingly beautiful singing . . . '

-Stereophile

### Michael Lewin,

pianist

"His technique and ability qualify him eminently

-New York Times



### Anton Kuerti, pianist

"Imagine a pianist with intellectual depth, an impeccable technique and a penchant for unconventional interpretations, and you have a glimpse of Anton Kuerti.

-Chicago Tribune



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"Mr. Taylor played a difficult and varied program with extraordinary energy and drive and a kind of interpretive daring ...

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### Yuli Turovsky,

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"Turovsky . . . draws from the players a brilliance of sound and tightness of coordination.

-The Gazette (Montreal)

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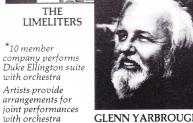
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