Are We Listening... to Boards, Volunteers, Orchestra Musicians, Audiences, Donors, to One Another?

Being involved with symphony orchestras presupposes that we know how to listen and, in fact, that we probably listen better than most. But is that true?

Do we listen to our audiences, or do we assume we know what’s best for them? Do we listen to our donors and do we really know why they give to our orchestras? Do we listen to our musicians and understand their needs?

Throughout the three-day conference, we’ll hear from experts in the fields of education, research, business and the arts, who are making a difference in their communities. We hope to see you in San Jose where we will all brush up on our listening skills.
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Welcome Delegates

The Board of Directors and I warmly welcome you to ACSO’s “summer camp,” the 1994 and 26th Annual Conference. For the next three days we invite you to renew acquaintances, catch up with old friends and make new ones, and partake in a veritable feast of workshops, seminars, panel discussions, and provocative musical and social occasions.

Our sincere thanks go to Shirley Lewis and the board, volunteers and staff of the San Jose Symphony for opening the doors of this fine city and providing many of the resources that make this event possible. Our gratitude also goes to our generous underwriters and Conference participants.

No small resource is ACSO’s Board of Directors – 23 talented and committed men and women with whom it has been my good fortune to work this past year. Their help has been invaluable in planning ACSO’s annual programs.

And to you, the members of ACSO, we are grateful for your continued interest in your own organizations and in ACSO. I look forward to speaking with you during our next few days together.

Erich A. Vollmer, president
ACSO

Welcome to San Jose! The board, staff and volunteers of the San Jose Symphony Association are honored and pleased to welcome you to ACSO’s 26th Annual Conference. From the McEnery Convention Center to the new Arena (home of the Sharks), our city has certainly changed since the last time an ACSO Conference was here in 1983. Downtown San Jose is home to the South Bay’s finest restaurants, hotels and, of course, performing and visual arts which we know you will appreciate.

Enjoy your stay at the beautiful Fairmont Hotel and your visit to San Jose.

Shirley Lewis, president
San Jose Symphony
IMG Artists

Congratulates

Jeffrey Kahane

on his appointment as

Music Director

of the

Santa Rosa Symphony

ALL LUNCHES WILL BE IN THE
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1994 ACSO Conference

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Many thanks to the members of the ACSO Conference Committee, the ACSO board of directors and the staff and volunteers of the San Jose Symphony for their time and commitment to this Conference.

Conference Registration and Tickets
Ballroom Level, California Foyer

Hours: Thursday, August 18
7:30 am - 5:00 pm
Friday, August 19
7:30 am - 5:00 pm
Saturday, August 20
7:30 am - 12:00 pm

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

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- San Jose Symphony
- Monterey County Symphony
- Livermore-Amador Symphony
- Tiberon
- Lodi Symphony
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- American Youth Symphony
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- The Women’s Philharmonic
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Santa Barbara Civic Light Opera

Please join or renew your membership at Conference to get the 93/94 rate of $40. Individual membership will go to $45 next year.

Membership in ACSO is one year from October 1 to September 30.
Thursday, August 18

Table 12  
Finance Directors  
Larry Hudspeth, finance director,  
Long Beach Symphony

Table 13  
Education Directors  
Michael Pastreich, concerts manager,  
San Jose Symphony

Table 14  
Personnel Managers/Musicians  
Phil Richardson, personnel manager,  
Monterey County Symphony

Table 15  
Librarians  
Deanna Hull, orchestra librarian,  
San Jose Symphony

Club Regent (Lobby Level)  
2. Volunteer Showcase  
A great session to attend for new and different  
money-makers for your organization!

Coordinator:  
Judith Jelinek, past president,  
Orange County Philharmonic Society Committees

Table 1  
Bach and Bowl  
Cricket Handler, executive director,  
San Luis Obispo County Symphony

Table 2  
Suite Seconds  
Phyllis Apfel, president-elect,  
Santa Rosa Symphony

Table 3  
Design House  
Connie Lonich, San Jose Symphony Auxiliary

Table 4  
Have Bass, Will Travel  
David Young, musician,  
Long Beach Symphony

Table 5  
Symphony of Jewels  
Sharlene Strawbridge,  
assistant director of development,  
Pacific Symphony Orchestra

Table 6  
Rubber Duck Race  
Cassandra Petrovich, former operations manager,  
Ventura County Symphony

Table 7  
Crescendo Auction  
Dr. Frances Grover, auction chair,  
Long Beach Symphony

Table 8  
St. Margaret’s Birthday Party  
Lesley Boyer, party chair,  
St. Margaret’s School

Table 9  
M-O-M: Music on the Move  
Kelly Ruggirello, director of education,  
Pacific Symphony Orchestra

Table 10  
Business Partnership  
Kim Miller, special events,  
Macy’s

11:15 am-12:30 pm  
Concurrent Sessions

Gold Room 1. Perfect Pitches: How to Maximize Your Media Potential  
Avoid wasting your time – and the media’s. Learn how to promote and publicize your orchestra in your community by learning more about what the media wants and needs to do its job.

Host:  
Patty Gessner, director of marketing,  
San Francisco Symphony

Speaker:  
David Landis, Landis Communications

Crystal Room 2. Can We Talk? Learn How To Avoid Fiscal Surprises  
Volunteer treasurers and staff will learn practical ideas for establishing and maintaining fiscal controls; questions to ask to find out if those controls are really in place and working; and what to do if there is a problem and nobody wants to listen to you.

Moderator:  
Larry Hudspeth, finance director,  
Long Beach Symphony

Speakers:  
Lisa Nicolini, Deloitte & Touche;  
immediate past president,  
Oakland Ballet  
Judith Roothman, director,  
Coopers & Lybrand  
Bruce Thibodeau,  
director of administration and finance,  
Los Angeles Chamber Orchestra

12:30 pm-2:15 pm  
Club Regent (Lobby Level)

OPENING LUNCHEON

Welcome:  
Erich A. Vollmer, president,  
ACSO

Introduction:  
Charles Hart, chairman-elect,  
San Jose Symphony

Who Does The Music Director Listen To?  
Keynote Speaker:  
Leonid Grin, music director,  
San Jose Symphony

The Opening Luncheon is sponsored by Columbia Artists Management, Inc.
Thursday, August 18

2:30 pm - 4:30 pm
General Session
Listening: A Tool for Learning
Crystal Room

We all know that music enhances and improves cognitive skills (and that a few minutes of Mozart raises one’s I.Q.), but do we understand how and why this works or its relevance to today’s education? We will answer these questions during this session.

Speakers:
- Dr. Gordon Shaw and
- Dr. Frances Rauscher

Center for the Neurobiology of Learning and Memory, U.C. Irvine

Introduction:
- Louis G. Spisto, executive director,
  Pacific Symphony Orchestra

4:45 pm - 5:45 pm
ACSO Annual Meeting
Special Guest: Barbara Pieper, director,
California Arts Council

Friday, August 19

8:00 am - 5:00 pm
Conference Registration
California Foyer

8:30 am - 12:30 pm
SPECIAL SEMINAR
The Leadership Challenge: How to Get Extraordinary Things Done in Organizations
Jim Kouzes is president of TPG/Learning Systems, a company in the Tom Peters Group, and the co-author of two highly acclaimed books on leadership—The Leadership Challenge: How to Get Extraordinary Things Done in Organizations, and Credibility: How Leaders Gain and Lose It, Why People Demand It.

Leadership is not the private preserve of a few charismatic men and women. It is a learnable set of practices virtually anyone can master. In this seminar, through a variety of learning experiences—including lecture, video cases, and group discussions—you will learn the six practices of exemplary leaders. You will strengthen your self-confidence and ability to lead others in challenging situations.

Introduction:
- Shirley Lewis, president, San Jose Symphony

8:45 am - 10:30 am
5th Annual Innovative Case Studies
Change round tables for two topic selections of your choice.

Coordinator:
- Amy Carson-Dwyer, artist representative,
  Colbert Artists Management

Table 1
- Education Programs for 3 to 5 Year-Olds
  Leslie Stewart, music director,
  Marin Symphony Youth Orchestra

Table 2
- What Should a Music Competition Be?
  Mitchell Sardou Klein, music director,
  Peninsula Symphony North

Table 3
- Meet the Composer’s New Residency Programs
  Richard Evans, executive director,
  The Icarus Partnership

Table 4
- Artists’ Contracts
  John Gingrich, president,
  John Gingrich Management

Table 5
- How to Create a Pool of Volunteers
  Kelly Korrner, development associate,
  San Jose Symphony

Table 6
- A Casual Concert: Jeans and Beer
  Lynn Osmond, executive director,
  Sacramento Symphony
Table 7  
The Basics of Government and Foundation Grant Writing  
Amy Carson-Dwyer, artist representative, Colbert Artists Management

Table 8  
The Care and Feeding of Guest Artists  
Dean Corey, executive director, Orange County Philharmonic Society

Concurrent Sessions
1. Listen to Your Community to Stabilize Your Orchestra  
What are California citizens doing to help stabilize arts organizations for the future? Will it work in your community? Find out the latest in programs already started in Fresno and Santa Clara County, and a new program in Sacramento.

Host: Lynn Osmond, executive director, Sacramento Symphony
Speakers: Barbara Beerstein, consulting director, Silicon Valley Arts Fund  
Max Besler, partner, Townsend Hermocillo Raimundo & Usher

Crystal Room 2. Can Your Pops Series Make Money?  
Options to consider when programming Pops; artists who won’t Pop your budget; thematic programming; advantages and disadvantages in booking a packaged show; and cost effective measures to keep your production budget under control.

Moderator: Tim Bestock, orchestra manager, San Jose Symphony
Speakers: Fred Karlin, film composer, author, teacher, LISC and UC Santa Barbara  
James T. Med vitez, director of operations, Pacific Symphony Orchestra

LUNCHEON
12:30 pm-  
2:00 pm  
Club Regent (Lobby Level)

Keynote Speaker: Susan Clampitt, deputy chairman for programs, National Endowment for the Arts
Introduction: Erich A. Vollmer, president, ACSO

Ms. Clampitt served as curator at the Montclair Art Museum in New Jersey and as associate director of public information at New York City’s Museum of Modern Art. She founded and directed the graduate program in museum education at Bank Street College of Education, one of the country’s preeminent programs for training museum professionals. She was named deputy chairman for programs in 1993.

Luncheon is sponsored by Joanne Riley Artists Management, Inc. and Savant Concerts, Inc.

2:15 pm-  
3:45 pm  
Concurrent Sessions

Crystal Room 1. Meet the Funders  
Building relationships is the cornerstone of successful fund raising. But, how are such relationships initiated and maintained? Orchestra grantors talk about their needs and expectations when it comes to funding.

Moderator: Mary Lonich, development director, San Jose Symphony
Speakers: James Compton, president, Compton Foundation  
Peter Hero, executive director, Community Foundation of Santa Clara County  
Bruce A. Hirsch, executive director, The Clarence E. Heller Foundation

Gold Room 2. Who’s on Board?  
When we organize our leading volunteers to implement important decision-making tasks, we often end up with poorly focused, inflexible board structures. Do we have endless standing committees to serve, but few coherent results? Are we making it hard to hear each other? A discussion of planning for board development, based on practical task management.

Host: Karine Beesley, executive director, Ventura County Symphony
Speaker: Richard Evans, executive director, The Icarus Partnership
Friday, August 19

Garden Room 3. **Great Conductors on Film**
A collection of 135 conductors on film – from Nikisch in 1913, to Alfred Hertz, Pierre Monteux, Arnold Schoenberg, Strauss and more. Discussion will focus on rehearsal techniques especially, and include such rarities as rehearsal film of Mravinsky in Beethoven’s *Fourth Symphony.*

Host: *Mark Jordan,* concertmaster, *Modesto Symphony*
Speaker: *Dr. Charles Barber,* conductor

Concurrent Sessions

4:00 pm-5:30 pm

Garden Room 1. **Conductors’ Forum**
Two new-to-California conductors speak out on innovative ideas they are bringing to their communities.

Host: *Mitchell Sardou Klein,* music director, *Peninsula Symphony North*
Speakers: *Leonid Grin,* music director, *San Jose Symphony*
*Raymond Harvey,* music director, *Fresno Philharmonic*

Crystal Room 2. **Musicians and Management: Listening to Each Other**
There is a better way! A practical demonstration of interest-based bargaining techniques show you that collective bargaining does not need to be adversarial. Learn how to expand the pie rather than fighting over a small one.

Host: *Shirley Lewis,* president, *San Jose Symphony*
Speakers: *Nona Tobin,* director of human resources, *City of San Jose*
*Warren Bartold,* assistant principal trumpet; negotiating committee, *San Jose Symphony*

Gold Room 3. **Volunteers Mean Business: In Dollars and Sense!**
A free-wheeling question and answer session designed to address your concerns about fund raising, education projects, dwindling membership, and relations with staff and orchestra boards.

Moderator: *Diane Lent,* president-elect, *Modesto Symphony*
Speakers: *Debbie Chinn,* director, *San Francisco Volunteer Council*
*Kenn Friedmann,* board member, *Modesto Symphony*
*Connie Pirtle,* director of volunteer services, *American Symphony Orchestra League*
*Krista Whipple,* music education co-chair, *Santa Rosa Symphony*

6:30 pm-7:30 pm

President’s Reception for ACSO Donors

8:00 pm

**SAN JOSE TAIKO**

Montgomery Theater
Corner of W. San Carlos and S. Market

San Jose Taiko was formed in 1973 by third generation Asian Americans who chose the Japanese taiko or drum as their instrument of artistic expression. Taiko has its origins in the daily life of common people. Priests used taiko to dispel evil spirits and insects from rice fields. Samurai used taiko to instill fear in the enemy and courage in themselves. Peasants used taiko in their prayers for rain, in festivals, and in thanksgiving for a bountiful harvest. Taiko as a symbol holds much of the essence of the spirit of Japan.

SHOP AT THE ORCHESTRA BOUTIQUE

*California Foyer*

All proceeds benefit the Association of California Symphony Orchestras
Saturday, August 20

8:00 am - 12:00 pm
Conference Registration

9:00 am - 10:30 am
Concurrent Sessions

Valley Room 1. Repertoire: Best-Bet Picks for 94-95!
Listen to an eclectic mix of new and neglected, foreign and domestic, and exotic and homegrown repertoire accessible to all levels of orchestras – an accompaniment to an ongoing exhibit in the Resource Room.

Speaker: Steven Hartke, composer; associate professor, School of Music, University of Southern California

Gold Room 2. Utilizing Your Volunteer Resources
How can you work effectively with a new volunteer president every year? How can volunteer resources become a valuable asset? How can you provide support to ensure the success of your volunteer resources? Get the right answers at a lively session for managers and volunteers.

Host: Polly Fisher, executive director, Santa Rosa Symphony
Speaker: Connie Pirtle, director of volunteer services, American Symphony Orchestra League

Crystal Room 3. Driving the Bus from the Rear: Setting Education Priorities for Your Orchestra
Panelists will discuss how their orchestras set priorities in terms of scheduling, funding and programming. When it comes to educational activities, who makes the plan and who implements it?

Moderator: James Ruggirello, education director, Los Angeles Philharmonic
Speakers: Christopher Minnes, development director, Long Beach Symphony
Kelly Ruggirello, director of education and community programs, Pacific Symphony Orchestra
Leslie Stewart, music director, Marin Symphony Youth Orchestra

If I've met you before...
Hello again! I hope we can encore our last success!

If we've never met,
I hope we will soon!

Have a profitable and enjoyable conference!
Saturday, August 20

10:45 am-12:15 pm
Concurrent Sessions

Empire Room
1. **Duties of Non-profit Directors**
   A no-nonsense session about the legal responsibilities and risks of being an orchestra trustee.
   **Speaker:** Mike Morris, past president, Pasadena Symphony

Gold Room
2. **Who Runs the Show?**
   A panel of artistic personnel and administrators discuss the challenges of juggling audiences' tastes vs. conductors' desires vs. orchestras' needs.
   **Moderator:** Louis G. Spisto, executive director, Pacific Symphony Orchestra
   **Speakers:**
   - Mark Smith, booking representative, Columbia Artists Management, Inc.
   - Clark Suttle, music director, Monterey County Symphony

Crystal Room
3. **Finding New Dollars!**
   By going beyond the traditional methods of arts marketing and fund raising, new revenue sources can be found. We will discuss the latest ways other not-for-profit businesses successfully raise funds, which marketing techniques in the for-profit world can be applied to the arts, and new ways to work with vendors to maximize revenue-generating opportunities.
   **Speaker:** John Zorn, publisher, Arts Reach magazine

2:15 pm-4:45 pm
Concurrent Sessions

Empire Room
1. **Operating on a Shoestring**
   Designed for the smaller budget orchestras, this session will offer solutions to living with limited resources; discuss marketing, education programs, fund raising, artistic issues; and give you the chance to share any unique solutions you may have for those “budget blues.”
   **Speakers:**
   - Cricket Handler, executive director, San Luis Obispo County Symphony
   - Helen Norton, executive director, Alzheimer's Association
   - Sandy Baer, marketing director, San Luis Obispo County Symphony
   - Robert Bertini, board member, Peninsula Symphony North

Gold Room
2. **The Effective Operations Department: Making Trains Run on Time and within Budget!**
   Join in an open discussion about coordinating the activities of hundreds of people and managing the hundreds of details that make up orchestra operations. Share your tricks of the trade and pick up new ones – make it all come together at 8:00 pm on concert night.
   **Host:** Irene Klug Nielsen, executive director, Fresno Philharmonic
   **Speakers:**
   - James Reeves, orchestra manager, Sacramento Symphony
   - James T. Medvitz, director of operations, Pacific Symphony Orchestra

Crystal Room
3. **The Changing Educational Landscape**
   As earth-shaking reforms begin to alter schools and the programs they offer, aftershocks are being felt by performing arts organizations throughout the state. Movers and shakers in arts education show how seismic forces at the national, state, and local levels are changing the relationship between your orchestra and your community. Be prepared!
   **Host:** Jim Ruggirello, director of education, Los Angeles Philharmonic
   **Speaker:** Dr. Bill Erlandson, assistant superintendent, San Jose Unified School District

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12:30 pm-2:00 pm
Club Regent (Lobby Level)

**LUNCHEON**

**Introduction:** Erich A. Vollmer, president, ACSO

**Guest Artist:** John Bayless

John Bayless is proclaimed by The New York Times as “An evocative pianist with a lovely piano sound and considerable personal pizzazz.”
His latest recording of “The Puccini Album - Arias for Piano” soared to #1 within five weeks on Billboard magazine’s classical crossover chart. You will be delighted with his improvisational style and enjoy listening to your requested favorite pop song in the style of Puccini or Mozart.
Saturday, August 20

Concurrent Sessions

4:00 pm - 5:30 pm

Gold Room

1. Guerrilla Marketing: 26 Ideas That Work
   26 great marketing ideas to enhance your orchestra’s bottom line from clever selling techniques to new program ideas, and ways to save money. A practical session you can’t afford to miss.

   Speakers: Patty Gessner, director of marketing, San Francisco Symphony
   Michael Tiknis, executive director, San Diego Symphony

   Session sponsored by Stephen Dunn & Associates

Crystal Room

2. Keeping in Tune with Major Donors
   Major gifts are everyone’s responsibility. A panel of experts, including a leading development director and a major donor, share real life experiences in developing relationships with donors.

   Host: Ted Roberts, executive director, San Francisco Chamber Symphony
   Speakers: Corty Fengler, director of development, San Francisco Symphony
   Genelle Reife, board of governors, San Francisco Symphony

7:00 pm
Tied House
Cafe & Brewery
65 N. San Pedro Street

MUSIC AND DINNER AT A MICRO-BREWERY

Special Guests: The Turtle Island String Quartet, founded in 1985, represents a fusion of the most advanced elements of the ongoing “new acoustic” and progressive chamber music movements. TISQ has released several recordings and is now performing with orchestras in the U.S. and abroad.

Del Rosenfield Associates

Recently appointed Music Director of the Santa Barbara Symphony Orchestra:

Gisèle Ben-Dor

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The Association of California Symphony Orchestras is supported in part by a grant from the California Arts Council.
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Dzim

Donald Van Hook Graphic Design
Ralf Gothóni
piano — 1994 Gilmore Artist

Mr. Gothóni’s recital on Monday evening...was a high point of the festival so far, alongside Peter Serkin’s superb recital of the night before. Mr. Gothóni is a splendid pianist. To say that he would do any competition proud hardly begins to cover the ground, for he brings a wisdom of experience to his artistry that few young competitors can ever hope to achieve.


A Many-Faceted Festival, And a fascinating one, to judge from Mr. Gothóni’s account of the Beethoven [Piano Concerto No. 3]. Seeming at first in the Largo to separate himself even further from the audience with a slow, deeply introspective reading, Mr. Gothóni in fact drew the listener in deeper with ravishing touch and fine poetic sentiment. The other side of his temperament appeared to be an electric tension and energy wholly apt to the finale’s blustery moments.


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