ALL THE RIGHT TOOLS!
AUGUST 17-19 1995

ASSOCIATION OF CALIFORNIA SYMPHONY ORCHESTRAS

27TH ANNUAL CONFERENCE
LOS ANGELES

Hosted by
Los Angeles Chamber Orchestra & Los Angeles Philharmonic
When building a strong orchestra, as in building a house, a solid foundation is everything.

Ralph Markham
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duo piano

Bartok
Carnival of the Animals
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Poulenc

"The new rising stars of the piano duo."
— BBC Magazine

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— The New York Times

At the 27th Annual Conference, you will find all the right tools you need to build a strong foundation for your orchestra. Access the latest information in the areas of marketing, finance, fund raising, and management — all with a view to helping you use the right tools for your job.
Welcome Delegates

Welcome to the City of Angels. The board and staff of the Los Angeles Chamber Orchestra are delighted to join the Los Angeles Philharmonic as hosts of ACSO's 27th Annual Conference. Once again, ACSO has packed a wealth of information into three days of meetings, luncheons, and concerts. I believe there truly is something for everyone, no matter your particular role in your organization. We also have some wonderful artistic experiences in store.

While the Los Angeles area offers a wide variety of fine restaurants, museums, galleries, and performing arts venues, you need go no further than a few blocks from the hotel to experience many of these. So partake as you will from the opportunities that abound and, as you head for home, we trust you will be artistically satiated and filled with ideas for making your next season your best ever.

Carol Ross, president
Los Angeles Chamber Orchestra

Welcome to Los Angeles! The board of directors, staff and musicians of the Los Angeles Philharmonic and Hollywood Bowl join with me in saluting the 1995 ACSO Conference participants. You come to our city during a period of great artistic musical excitement and accomplishment, both in terms of musical performances and new commissions. As each of you knows, the financial challenges facing our orchestras have never been greater. Our arts organizations face an uncertain future of governmental funding, and our traditional sources of support are changing. Because of these dynamics, we are doubling our efforts to preserve support from traditional audiences, as well as developing a new generation of arts enthusiasts. As a Conference participant, you have already demonstrated your commitment to the future of orchestral music. United, we can help our orchestras meet future challenges and continue to inspire, educate and remain central to the cultures of communities.

We wish you an enjoyable stay in Los Angeles and a successful 1995 ACSO Conference.

Robert S. Atchley, president
Los Angeles Philharmonic Association

Quick Look

Thursday
August 17, 1995

PM Peer Forums
General Session: Successful Community Relationships
ACSO Annual Meeting
Hollywood Bowl

Friday
August 18, 1995

AM Leadership Seminar
Nuts and Bolts Roundtable
Do the Right Mix/Telemarketing
Building Blocks to Success
Repertoire Listening Session
Contractors: Artist Management
PM Jeffrey Kahane, Keynote Lunch Speaker
Bricks and Mortar: The Concert Hall
Apprentice Programs for Education
Books, Balances & New Accounting
Conductor's Forum
General Session: Artistic Vision

Saturday
August 19, 1995

AM Revolution of Government and Nonprofits
Stewardship 101
Cutting the Job to Size
Skill-Building for Conductors
Managing in Tough Times
Special Event Fund Raisers
Powerful Fund Raising Tools
PM John Maceri, Keynote Lunch Speaker
A Foundation for the Future
Precision Tools: Employer/Employee Relations
At Least Ask and Do Tell: Involve Your Musicians
General Session: New Technology for Orchestras
Dinner and LACO Concert
NEIL RUTMAN, Pianist

- Winner: Busoni, Casadesus, Joanna Hodges, and Bach Int’l Competitions
- 1st Place Concert Artist Guild
- Orchestral Engagements (partial list)
  - Academy of London
  - Arkansas Symphony
  - Erie Philharmonic
  - Long Beach Symphony
  - Modesto Symphony
  - Peninsula Symphony
  - San Jose Symphony

Singers for Symphony, Oratorio, and Pops

Sopranos
- Susan Gundunas
- Kerry O’Brien
- Melody Rossi
- Virginia Sublett
- Awilda Verdejo
- Sylvia Wen

Mezzo-Sopranos
- Elspeth Franks
- Martha Jane Weaver

Tenors
- Matthew Bitetti
- Bruce Johnson

Baritones
- Dale Morehouse
- Douglas Nagel

Bass
- Peter Klaveness
Conference Notes

Conference Committee
Patricia Gessner (Conference Chairman),
Trudi Benford, Tim Beswick, Sharon C. McNalley,
Christopher Minnes, Mike Morris, Lynn Osmond,
Asher Raboy, Bruce Thibodeau

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Many thanks to the members of the ACSO Conference Committee, the ACSO board of directors, the staffs and volunteers of the host orchestras and those of you who contributed to this Conference with your time and expertise.

Conference Registration and Tickets
Bunker Hill Foyer

Hours:
Wednesday, August 16
5:00 PM - 8:00 PM
Thursday, August 17
9:00 AM - 12:00 PM
2:00 PM - 5:00 PM
Friday, August 18
8:00 AM - 10:00 AM
Saturday, August 19
8:00 AM - 10:00 AM

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

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Santa Rosa Symphony  
Santa Barbara Chamber Orchestra  
Stockton Symphony  
Santa Rosa Symphony  
Santa Monica Symphony  
Santa Rosa Symphony League  
Santa Barbara Civic Light Opera  
Santa Rosa Sym. Discovery / Prep Orchestra

Please join or renew your membership at Conference. Individual membership is $45. Membership in ACSO is one year from October 1 to September 30.

100 PM - 230 PM
Museum A & B
Peer Forums
An opportunity to learn and share tips of the trade, this session is a must for managers, conductors, board and staff of like-budget organizations. Held in two rooms.

Coordinator: Michael Royer, general manager, Modesto Symphony

Tables 1 - 7 meet in Museum A & B

Table 1  Managers/Orchestras with budgets less than $100,000  
Cathy Staupert, executive director  
Santa Barbara Chamber Orchestra

Table 2  Managers/Orchestras with budgets of $100,000-$250,000  
Susan Stamberger, executive director, Los Angeles Mozart

Table 3  Managers/Orchestras with budgets of $250,000-$500,000  
James Ruggirello, executive director, Japan America Symphony

Table 4  Managers/Orchestras with budgets of $500,000-$1,000,000  
Millie Mitchell, general manager, California Symphony

Table 5  Managers/Orchestras with budgets over $1,000,000  
Mary E. Newkirk, executive director, Long Beach Symphony

Table 6  Managers/Trustees of Youth Orchestras  
Cynthia Weichel, manager, Santa Rosa Youth Orchestras

Table 7  Conductors  
Asher Raby, music director, Napa Valley Symphony

100 PM - 600 PM  Registration

100 PM - 600 PM  Registration
Tables 8 - 14 meet in Hershey/Crocker

Table 8  Development Directors
  Tom Carlo, development director, Pacific Symphony Orchestra

Table 9  Marketing/Public Relations Directors
  Sara Obuchowski, marketing director, Santa Rosa Symphony

Table 10  Operations/Assistant Managers
  Carol Handelman, director of operations & finance, Philharmonia Baroque Orchestra

- The following peer designations will have round tables available without a facilitator. We encourage you to gather and share among yourselves:

Table 11  Education Directors and Education Volunteers

Table 12  Managers/Trustees of Colleges & University Orchestras

Table 13  Finance Directors

Table 14  Volunteers of Leagues & Guilds

3:45 pm - 5:00 pm
Bunker Hill

- A Toolbox of Ideas: Building Successful Community Partnerships
  Fitting into your community is not just programming one concert for a culturally specific group. It requires delicate assembly, numerous tools and collaboration between board and staff. California orchestras have developed compelling programs, becoming “inclusive” in their communities and addressing the very real and important demographic changes occurring in our state. Our panel, teams of two, will provide a blueprint for achieving the goal of making our orchestras’ programs accessible and viable in our communities.

Moderator: Patricia Gessner, director of marketing, San Francisco Symphony

Teams:
- Dan Miller, program associate, The James Irvine Foundation and
- Louis G. Spisto, executive director, Pacific Symphony Orchestra
- Curtis Owens, executive director, African American Unity Center and
- Bruce D. Thibodeau, executive director, Los Angeles Chamber Orchestra
- Hyojoon Paik, music director, Korean Master Chorale and
- Leni Isaacs Boorstin, public affairs director, Los Angeles Philharmonic
- Leonard Valdez, director, California State University, Sacramento Multi-Cultural Center and
- Nan Washburn, music director, Camellia Orchestra and Rohnert Park Chamber Orchestra

4:30 pm - 5:45 pm
Crocker

- ACSO Annual Meeting
  Invited guest: Alan Chapman  Mr. Chapman is a well-known pre-concert lecturer and the broadcast voice of the Los Angeles Chamber Orchestra

6:00 pm - 6:15 pm
Meet in front of hotel to board buses to Bowl

7:30 pm  Picnic Supper

8:30 pm  Hollywood Bowl Concert
  Los Angeles Philharmonic, Peter Maag, conductor

10:30 pm  Post-Concert Reception on the Deck, Hollywood Bowl
  Hosted by Los Angeles Chamber Orchestra and Los Angeles Philharmonic

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Working with People Is a Basic Tool
Any job demands that we communicate effectively with many different personality types. Attend this Seminar and learn how your personality preferences are a good fit or a misfit. Learn how to listen for cues that signal the other person’s preference and how to respond effectively.

Barbara Pollack, Ph.D. is a clinical/consulting psychologist specializing in leadership development and coaching, team development and conflict resolution.

■ The $55 cost of this seminar, for admission, materials, coffee and croissants, is in addition to the regular Conference registration.

9:00 AM - 10:30 AM
Bunker Hill
■ Nuts and Bolts
(a.k.a. Innovative Case Studies)
Change tables twice — listen to creative ideas with practical solutions.

Coordinator: Barbara Burger, marketing director, Santa Barbara Symphony

Table 1
Arts Administration - A Resource for the Field
Christopher Minnes, development director, Long Beach Symphony;
Trudi Benford, marketing director, Los Angeles Chamber Orchestra;
Eddie Wolf, Orange County Performing Arts Center

Table 2
The Historical Record Keepers of the Flame
Orrin Howard, archivist, Los Angeles Philharmonic

Table 3
If the IRS Calls, Will Your Documents be in Order?
Martin Bella Berger, CPA, vice president, Block, Plant & Eisner
Table 4  
On-line and Loving It,  
Diane Moore, finance director,  
Pacific Symphony Orchestra;  
Chris Roek, account executive, Pacific Blue Micro;  
Todd Rowe, network engineer, Pacific Blue Micro.

Table 5  
Playing in the Elements - Outdoor Concerts  
Craig Hadjuk, general manager,  
San Diego Symphony;  
James Wright, general manager,  
Santa Barbara Symphony.

Table 6  
Good Market Research Reveals All  
George Boomer, president, Boomer Enterprises;  
senior consulting partner, Technology Application Group.

Table 7  
New Connections - Concerts Downtown  
Karine Furuta, community and education programs manager, Los Angeles Philharmonic.

Table 8  
What Could an ACSO Consultant Do  
For Your Organization?  
Karine Beesley, chair, Consultation Program;  
director, The John Anson Ford Theatre Foundation.

10:45 AM - 12:00 PM  
Concurrent Sessions

Museum A  
- Do the Right Mix  
This session explores the relationship between direct mail and telemarketing, and how these powerful tools can maximize your sales results. Learn who you should be mailing to as well as the type of telemarketing campaign that is best suited for your orchestra.

Moderator: John MacElwee, marketing director, Pacific Symphony Orchestra.
Panelists:  
Rob Brown, president, Artsmarketing Services Inc.;  
Tom Holm, director of client services, Enertex Marketing, Inc.

This session is sponsored by Artsmarketing Services Inc.

Museum B  
- Building Blocks to Success  
The most important way to build self-esteem in your volunteers is to ensure successful activities. A showcase of proven, cost-effective techniques that motivate volunteers, raise money and sell tickets.

Speaker: Joseph Truskot, executive director, Monterey County Symphony.

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Luncheon  
Keynote Speaker: Jeffrey Kahane, pianist, music director, Santa Rosa Symphony.

"Where Do We Go From Here?"  
Sponsored by IMG Artists in honor of the appointment of Mr. Kahane as music director of the Santa Rosa Symphony.
Friday August 18 1995

2:15 PM - 3:30 PM

Bradbury

**Bricks and Mortar: When to Send in the Wrecking Ball**

The acoustic and comfort of your concert hall can make or break your orchestra's performance. How does an orchestra energize the physical facility to put its best foot forward in the community? Sometimes there are low-cost improvements than can dramatically improve the hall, and sometimes a building should be destroyed and rebuilt.

**Moderator:** Karney Hodge, past president, ASO and ASOL; vice president, public finance, Smith Barney

**Panelists:**
- Vicki Dickerson, construction director, Sundance Management
- Polly Fisher, executive director, Santa Rosa Symphony
- Christopher Jaffe, Jaffe Holden Scarbrough Acoustics, Inc.
- John Tofoji, general manager, Concord Pavilion

**Museum A**

**Books, Balances and the New Accounting Format**

Want to learn more about the new accounting and contributed income reporting rules and regulations for orchestras? What is Unrelated Business Income Tax (UBIT) and how does it affect orchestras? These hot topics affect marketing, development and finance departments every day.

**Moderator:** Bruce D. Thibodeau, executive director, Los Angeles Chamber Orchestra

**Panelists:**
- Larry Hudspeth, chief financial officer, Center Theater Group
- William D. Jacobs, audit senior manager, Ernst & Young

**Museum B**

**Creating Apprentice Programs**

If the goal of orchestra education programs is “building the audience of the future,” who is looking after the young audience of the present? Hear how orchestras large and small are addressing contemporary interests and concerns, and how young people are being involved in the symphonic experience in new and creative ways.

**Moderator:** James Ruggirello, executive director, Japan America Symphony; education consultant, Los Angeles Philharmonic

**Panelists:**
- Janet Bajza, performing arts special events coordinator, Long Beach Unified School District
- Cynthia Ellis, musician, Pacific Symphony Orchestra
- Michael Pastreich, concert director, San Jose Symphony

4:00 PM - 5:00 PM

Bunker Hill

**Programming Artistic Vision: Toward a New Orchestral Repertoire**

**Chairman:** Ernest Fleischmann, executive vice president and managing director, Los Angeles Philharmonic

**Panelists:**
- Hansonia Caldwell, professor of music, California State University, Dominique Hills board member, Los Angeles Philharmonic
- Jeffrey Kahane, pianist, music director, Santa Rosa Symphony
- William Kraft, composer, director of music department, University of California Santa Barbara
- Daniel Rothmuller, associate principal cello, Los Angeles Philharmonic

**This session is sponsored by MSG/Metro Arts**

6:00 PM - 7:30 PM

**President’s Reception for ACSO Donors**

by Invitation

Sponsored by First Interstate Bank, the law firm of Musick, Peeler & Garrett and Stephen Dunn & Associates

8:00 PM

**Miss Saigon, Ahmanson Theatre**

The Music Center
135 N. Grand Avenue
**NEW SESSION**

7:45 AM - 8:30 AM

**Forget (Most of) What You Learned in School: No One Will Escape this Revolution**

The ascendancy of Newt and Company is not just a flash in the pan — this change is likely to last for a while, and we've only seen the beginning. The arguments even just two years ago about public funding for the arts seem quaint now; the entire ground of debate is changing, not only for the arts, but for all nonprofits. Hear how government's view of nonprofits is changing — and how orchestras may be changed because of it.

**Speaker:** John Sparks, director of government affairs, American Symphony Orchestra League

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**CONCURRENT SESSIONS**

9:00 AM - 10:30 AM

**Museum A**

- **Ax or Paring Knife? Cutting the Job Down to Size**
  As hard as it is to do, we sometimes have to let a concert go or give up a special program that has been well-loved in the community. How do we determine what to do? How do we balance the dollar savings against the good will of our musicians and communities? Hear a cautionary tale about the realities of right-sizing.

  **Moderator:** Irene Klug Nielsen, executive director, Fresno Philharmonic
  **Speakers:** Michael Chappell, board member, Fresno Philharmonic
  Lynn Osmond, executive director, Sacramento Symphony
  Carol Ross, president, Los Angeles Chamber Orchestra

- **Stewardship 101: Building a Board of Directors**
  A saw without its blade ... a hammer without nails ... a board without members? Recruitment is possibly the most essential ongoing activity for any board, and one of the most overlooked. Learn to qualify and recruit the right person in the context of your orchestra's operations.

  **Moderator:** Mike Morris, past president, Pasadena Symphony
  **Speakers:** Tina Daver, board member, Interlochen Center for the Arts; San Francisco Conservatory of Music
  Patrick Whaley, partner, the law firm of Musick, Peeler & Garrett; trustee, Getty Museum
**Special Event Construction**

When the guests arrive, the house looks perfect. But how many endless hours went into the plans, the landscape, the building itself? Special event architects share their successful fund raising ideas with you.

**Moderator:** Shirley Davis, coordinator volunteer services, Los Angeles Philharmonic

**Panelists:**
- Fran Biles, Pasadena Junior Philharmonic Committee
- Linda Hedgepath, president, Santa Barbara Symphony League
- Judee Kendall, vice president of public relations & marketing, Glendale Symphony
- Richard Siebert, president, Philharmonic Business and Professional Committee

**Luncheon**

**Bunker Hill**

**Keynote Speaker:** John Mauceri, music director, Hollywood Bowl Orchestra

**Host:** James Ruggirello, executive director, Japan America Symphony; education consultant, Los Angeles Philharmonic

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**CONCURRENT SESSIONS**

**A Foundation for the Future**

Planned giving and endowment programs don’t need to be a burden to you or too complicated for your constituents. Invest a little now and you’ll reap big dividends later.

**Moderator:** Christopher Minney, development director, Long Beach Symphony

**Panelists:**
- David Ferren, managing partner, Carrie, Ferren, Scarpetta & DeVries
- Cary K. Tamura, gift planning consultant, Los Angeles

This session is sponsored by First Interstate Bank

**At Least Ask, and Do Tell**

How can you use your musicians off-stage? Some practical ideas for involving your orchestra members in fund raising, public relations and outreach programs.

**Moderator:** Mark A. Jordan, concertmaster, Modesto Symphony

**Panelists:**
- David Young, principal bass, Long Beach Symphony
- David W. Granger, principal bassoon, Sacramento Symphony

**Bradbury**

**Proper Care of Your Precision Tools**

A successful employee/employer relationship consists of more than the cursory annual evaluation and a periodic review of job descriptions. The expectations of both staff and board members must be clearly identified to ensure smooth running of the organizational machine. Presidents and board members who are on the personnel committee and responsible for hiring staff must attend this session.

**Speakers:**
- Nancy Mims, director of human resources, San Francisco Symphony
- Joe A. Maltox, Ph.D, Intercultural Management Consultants

**Closing General Session**

**Wiring for the Future: Technology of the 21st Century and Our Orchestras**

Several California artists and administrators who are leaders in the field of technology and how it can be applied to the performing arts will discuss the latest advances. You’ll learn how technology can revolutionize everything from concert performances to how we market and provide access to new audiences. A not-to-miss Conference event!

**Moderator:** Louis G. Spisto, executive director, Pacific Symphony Orchestra

**Panelists:**
- Brian Ferren, senior vice president, creative technology, Walt Disney Imagineering
- Kit Galloway, Electric Cafe International
- Jay Helfetz, CEO, Calliope Media

**Dinner**

Angel’s Flight Restaurant, Hotel Inter-Continental

**Guest Speaker:** Oamus Hirshbein, director music programs, National Endowment for the Arts

Dinner sponsored by Columbia Artists Management, Inc.

**Concert**

The California Plaza Watercourt

with members of the Los Angeles Chamber Orchestra, Ransom Wilson, guest conductor

Concert partially underwritten by California Plaza, the AFM Music Performance Trust Fund and the Los Angeles County Music and Performing Arts Commission.
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  - American Master Chorale and Orchestra
- Michael Hoffman, Principal Guest Conductor
  - Macau Orchestra and Television Orchestra
- Wes Kenney, Conductor & Music Director
  - Oddfellows Youth Orchestra
- Stefan Kozinski, Conductor
  - Opera Delaware
- Navroj Mehta, Conductor & Music Director
  - Nicola Park Symphony
- Thomas Osborn, Conductor & Music Director
  - Downey Symphony
- Miguel Paton-Marchand
  - Resident Conductor
  - National Opera and Ballet, Santiago, Chile
- Albert Rosen, Conductor Laureate
  - Radio Ehreweh Telefis Symphony Orchestra
  - Conductor National Opera, Prague
  - Music Director, Irish National Opera
- Mats Gustaf Ryden
  - Conductor & Music Director
  - Sverian Chamber Orchestra, Malmo Sweden
- Gerhard Samuel, Conductor
  - Cincinnati Philharmonia Orchestra

**Soloists**
- Levon Ambartsouman, Violin
- Angelo Piano Duo
- Anton Barakhovsky, Violin
- Jeremy Cohen, Violin
- Vladimir Mischuk, Piano
- Joshua Pierce, Piano
- Ori Steinberg, Piano

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- Spencer Carroll

**VIOLINISTS**
- Dylana Jenson
- Sergiu Schwartz

**CELLISTS**
- Anner Bylsma
- Claudio Jaffé
- Csaba Oracz
- Torleif Thedéns

**GUITARISTS**
- Peter Segal
- Emanuele Segret

**FLUTISTS**
- Harold Jones
- Chris Norman, wooden flutes

**CLARINETIST**
- Michel Lehtiec

**OBIST**
- Pamela Pecha, premiering a concerto by Peter Schickele

**BASSOONIST**
- Milan Turkovic

**TRUMPETER**
- David Hickman

**SOPRANOS**
- Julienne Baird
- Mattiwida Dobbs
- Alpha Floyd
- Daisy Newman
- Donna Roll
- Eddy Pierce Young

**TENOR**
- William Brown

**BASS BARITONE**
- Benjamin Matthews

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- Derka Atlas
- Leo Drieuys
- Paul Freeman
- Stephen Gunzenhauser
- Hugh Keelan
- Michael Krajewski
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- Amsterdam Guitar Trio
  - Audubon Quartet
  - Baltimore Consort
  - Chestnut Brass Company
  - brass quintet
  - Guild Trio, piano trio
  - Haydn Trio Vienna, piano trio
  - Portland String Quartet
  - Stockholm Arts Trio, piano trio

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  - Symphonica Kleezer, a swinging klezmer band for pops programs
  - Symphonasaurus and Oh, 'Dannyl featuring John (Slim Goodbody) Burstein

This is a partial list; write or call for the complete roster.
* First season with Rile Mgmt.
† North America only.
‡ Not available for 1996-97.

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**Joanne Rile Management**

Benson East, Suite 1206, Jenkintown, PA, 19046-3613
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