Association of California Symphony Orchestras presents

BEYOND the BOX

Creativity. Innovation. Possibility.
43RD ANNUAL CONFERENCE

July 21–23, 2011
Westin Pasadena

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MONICA J. FELKEL
Director of Artist Management
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Conference Quick Look

Wednesday, July 20, 2011

3–4:30 PM  ACSO Board Meeting  San Marino
5–6 PM  Resource Room Available for Vendor Set-Up  Fountain I
6 PM  ACSO Board and Major Donor Gathering (by invitation only)

Thursday, July 21, 2011

[ASK THE EXPERTS throughout the day.]
Free 30-minute consultations. Sign up in the Resource Room.

8 AM–4 PM  Registration & Resource Room Open  Fountain I
10–10:45 AM  Conference Orientation & ACSO Annual Meeting  Fountain II, III
11 AM–12:45 PM  Peer Forums & Box lunch  See Page 14
1–3:00 PM  Plenary I: The Art of Possibility  Fountain II, III
3:15–5:00 PM  Plenary II: From the Front Lines  Fountain II, III
6:30 PM  Evening at the Hollywood Bowl, Dinner at Museum Garden
Concert: Gustavo Dudamel, conducting; Pinchas Zukerman, violin

Friday, July 22, 2011

[ASK THE EXPERTS throughout the day.]
Free 30-minute consultations. Sign up in the Resource Room.

7:30 AM–4 PM  Registration & Resource Room Open
8:30–10 AM  1. Please "Like" Me: Reaching Out Through Social Media  Plaza
2. Challenging & Channeling the Community  Fountain IV
3. It’s Complicated: Behind The Curtain  Madera
2. Mergers: Why, When and How  Plaza
3. Tactical Tips for the Now Economy  Fountain IV
12–2 PM  Luncheon with guest speaker Jane Kaczmarek  Fountain II, III
2:15–3:30 PM  1. Do We Have a Good “Union?”  Madera
2. No Holds Barred: Major Gifts—Candidly  Plaza
3. Dave’s (Letterman) Top 10 Finance List  Fountain IV
2. Alternative Aspirations: The 21st Century Musician  Plaza
3. Conversations with Benjamin Zander: Continuing the Art of Possibility  Fountain IV
5:30–7 PM  Overture Party at Noor Restaurant
7–8 PM  Verdugo Young Musicians Association Concert
Evening on Your Own

Saturday, July 23, 2011

[ASK THE EXPERTS throughout the day.]
Free 30-minute consultations. Sign up in the Resource Room.

8 AM–12 PM  Registration & Resource Room Open  Fountain I
8 AM–12 PM  Power Seminar for Trustees & Administrators  Madera
8:30–10 AM  1. Visionary Advantage: The Future of Funding  Fountain IV
2. Youth Orchestras: The Answer  San Marino
10:15–11:45 AM  1. Catchy Doesn’t Sell  Fountain IV
2. Special Events: Leapfrogging the Competition  San Marino
12–2 PM  Luncheon with guest speaker Marvin Hamlisch  Fountain II, III
2:30–5 PM  Bringing a California El Sistema into Focus  Madera
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On behalf of Maestros James DePreist and Marvin Hamlisch as well as our entire Pasadena Symphony and POPS family, we welcome all of you—our colleagues, our friends—to The Crown City, Pasadena!

Perhaps one of the only towns of its size known to so many around the world, Pasadena boasts a variety of venerable institutions including the Huntington Library, Norton Simon Museum, Caltech, Jet Propulsion Laboratory, Arts Center College of Design, Gamble House, Rose Bowl, Pasadena Playhouse, Icehouse Comedy Club, Ambassador Auditorium and the renowned Rose Parade, broadcast to millions around the globe. All of this, along with premier shopping, over 500 restaurants, and the nation’s most spectacularly diverse architecture, set within the backdrop of the majestic San Gabriel Mountains, and only minutes from downtown Los Angeles and the Pacific Ocean—why be anywhere else?

We hope this setting will inspire us all to profoundly explore the challenges, opportunities, realities, and possibilities that surround us. We encourage everyone to engage in open, honest and maybe sometimes uncomfortable conversation as we all explore the core issues facing our industry. As we continue to watch our colleagues around the country either reorganizing or closing altogether, now—more than ever—we must not only look beyond the box, but eliminate it altogether.

Wishing you a transformational conference,

Melinda Shea, president, Pasadena Symphony and POPS

Paul Jan Zdunek, president and ceo, Pasadena Symphony and POPS
Music is the universal language

Sometimes the most meaningful communication happens without dialogue. Great music tells us that we are not alone with our emotions.

We proudly salute the Association of California Symphony Orchestras.

wellsfargo.com
Greetings

On behalf of my fellow members on the ACSO Board of Directors and the ACSO staff, welcome to ACSO’s 43rd Conference! We are delighted you are here to explore and celebrate creativity, innovation and possibility. Together we can move Beyond the Box.

In the midst of so many channels of communication and so much information, the opportunity to meet and talk in person, to share, to support, to learn, to enjoy, for me becomes even more valuable. Could it be analogous to the joys and satisfaction of attending a concert?

Our Conference is live due to the work of so many. We can all thank ACSO’s Conference Committee and its Board co-chairs, Chris Ayzoukian, director of recorded media and special projects for the Los Angeles Philharmonic, and Rachel Fine, executive director of the Los Angeles Chamber Orchestra, who, along with Paul Jan Zdunek, chief executive officer of the Pasadena Symphony and POPS, and ACSO’s staff have put together an exciting program which explores all facets of our wonderful world.

We appreciate our hosts, the Pasadena Symphony and POPS, and the Verdugo Young Musicians Association, and urge you to attend their concerts on Saturday and Friday nights, respectively. We thank as well all the presenters at this year’s Conference, who make time in their busy schedules to share their wisdom with us. And of course all thanks to the hard-working and wonderful members of the ACSO board and staff for their work year-round on behalf of music in our state. It is both a pleasure and honor to work with them.

So welcome and enjoy, and please let us know what works and what could be improved. This Conference is for you.

NancyBell Coe, president, ACSO
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Lora Unger, Principal
Lora@Arts-INC.biz
626.623.9472

Paul Jan Zdunek, Principal
Paul@Arts-INC.biz
626.623.9471
I extend a warm welcome to all who are attending the 2011 Association of California Symphony Orchestras’ state conference, and I am delighted that this important event is being held in Pasadena.

This year’s theme, Beyond the Box, hits a personal note with us here in Pasadena. We have all had to rethink our landscape in this new economy and not rely on what has been, but truly focus on what is ahead. We have been reinventing ourselves here in Pasadena as I know you have been in your own cities around this great state of California.

There is no better place than Pasadena to get away and delve into such important issues that face us in this new paradigm. I hope you will enjoy and be inspired by the depth of our arts and cultural institutions, architecture, restaurants and retails centers, and our hometown hospitality. Additionally, I hope you play as hard as you work this weekend and enjoy all that Pasadena has to offer!

On behalf of everyone here in Pasadena, we wish you the best for a successful, refreshing and insightful conference and hope you return soon and often to enjoy our City.

I look forward to personally welcoming you at the Overture Party on Friday night!

Sincerely,

Bill Bogaard, mayor
Conference Notes

- Conference Registration, Tickets and Resource Room

- Resource Room Hours
  Wednesday, July 20  5:00 PM - 6:00 PM (Vendor Set-up)
  Thursday, July 21  8:00 AM - 4:00 PM
  Friday, July 22  8:00 AM - 4:00 PM
  Saturday, July 23  7:30 AM - 12:00 PM

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

- What’s in the Resource Room?
  - Ask the Experts Sign-ups
    Free, private 30-minute consultations will be available during the Conference.
    Sign-ups are first come, first served and will be posted on the bulletin board in the Resource Room (Fountain I). The experts will talk to more than one person/organization at a time.
  - Orchestra Brochures
  - Artists Manager Brochures and Rosters
  - Vendor Information
  - Registration Desk
    Check-in
    Purchase tickets
  - Advocacy Information Desk
  - Find Out if You’re a Musical Drawing Winner
  - Morning Coffee Service

PLEASE WEAR YOUR NAME BADGE AT ALL TIMES while in the hotel or attending activities at any of the other venues. You must be a registered Conference delegate to attend sessions.

The ACSO Conference is on Twitter. Join the conversation #ACSO2011
Special Thanks

2011 Conference Chairs
Chris Ayzoukian, Rachel Fine

Members of the 2011 Conference Committee
Nancy Chalifour, Mireya Jones, Maya Rath, Sean Sutton, Paul Jan Zdunek

Connoisseur’s Collection Wine Bin Drawing
Cynthia Shilkret, chair

Special thanks to the following friends of ACSO who have provided in-kind services or merchandise during the year or for the 43rd Annual Conference.

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New West Symphony
Noor Restaurant
Oakland East Bay Symphony
Ojai Music Festival
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Pacific Symphony
Pasadena Symphony and POPS
Philharmonia Baroque Orchestra
Reznick Group LLP, Sacramento
San Bernardino Symphony
San Francisco Symphony
Santa Barbara Symphony
Santa Rosa Symphony
Melinda Shea
Side Street Strutters Jazz Band
George Sinclair
South Coast Plaza
Stockton Symphony
Verdugo Young Musicians Association volunteers
Westin Pasadena
Musical Drawing

Take a chance on this year’s Musical Drawing, featuring exotic concert/hotel packages, sumptuous gift baskets and extravagant shopping sprees. All concerts are compliments of ACSO member orchestras and choruses. Proceeds from the drawing support essential services provided to organizations in the state of California and the region, including consulting services, technical assistance, conferences, and workshops.

Tickets: $15 each; 5 for $60; 10 for $100

Prizes Include:

- $500 shopping spree at the South Coast Plaza in Costa Mesa.
- A two-night stay at the Westin Pasadena with two tickets to a 2011-12 Pasadena Symphony concert at the Ambassador Auditorium.
- 2 tickets to a 2011-12 Oakland East Bay Symphony concert at the historic Paramount Theatre.
- We invite you to join us for the 66th Ojai Music Festival, June 2012. This year’s Festival will feature pianist Leif Ove Andsnes as music director performing with the Norwegian Chamber Orchestra, and Marc-André Hamelin, and mezzo Christianne Stotijn. This package will include a pair of B tickets to a concert of your choice in our historic Libbey Bowl, access to our VIP Festival Lounge, and invitation to our Saturday Post Concert Party.
- 3 one-day park hopper passes to Disneyland and California Adventureland.
- Enjoy a night of classical music under the stars with 2 reserved bench seats at the Hollywood Bowl during the 2011 season (some dates excluded).
- A pair of tickets to a Los Angeles Chamber Orchestra 2011-12 concert, a signed LACO tote bag and LACO’s 40th Anniversary CD.
- 2 season tickets to the San Bernardino Symphony 2011-12 season and dinner before the opening concert on October 1 with members of the San Bernardino Symphony Board of Directors.
- 2 season tickets to the 2011-12 Las Vegas Philharmonic’s Pop Season.
- A glorious selection of coffee from Jones Coffee Roasters in Pasadena.
- artSMART offers a 3-hour workshop for board/staff who have weathered the immediate crisis and are ready to move on—wherever that takes them! (Does not include travel expenses for Jane Hill, consultant).
4 tickets to the Pacific Chorale’s John Alexander’s 40th Anniversary Gala on November 6.

Enjoy a New West Symphony concert for 2 and dinner at Brent’s Delicatessen and Restaurant.

Experience a performance by the Santa Rosa Symphony during its 84th season featuring top soloists followed by a one night stay at The Fountaingrove Inn located just 65 miles north of the Golden Gate Bridge. The hotel offers gracious hospitality, is close to the Redwoods, the Sonoma Coast, and is within an easy drive of the wine appellations of Dry Creek, Russian River and Sonoma Valleys.

Arts Consulting Group is pleased to offer a Saturday Board and staff Planning Retreat. The focus of the Retreat will be mutually agreed upon by ACG and the organization, including use of online confidential Board assessment tools completed by participants in advance.

Tickets for a concert at the Institute of Advanced Study in Princeton, NJ, dinner for two with wine at the Institute’s dining hall, (noted for its Swiss chef), and a private tour with the associate director of the Institute, G. Michael Gehret. (Airfare to NJ and accommodation not included).

2 tickets to an Orchestra Nova San Diego Classics performance for the 2011-12 season at Irwin M. Jacobs Qualcomm Hall in Sorrento Valley.

A season subscription for 2 to the Philharmonia Baroque Orchestra’s 2011-12 season.

2 tickets to any Stockton Symphony Classics Concert during the 2011-12 season and a recording of the Stockton Symphony’s world premiere of Mark Twain’s World: A Symphonic Journey with Genuine Thespians composed by Chris Brubeck.

A pair of tickets to the San Francisco Symphony’s September 24 performance of Mahler 3 conducted by Michael Tilson Thomas paired with a DVD copy of the recently broadcast Mahler episode of Keeping Score—San Francisco Symphony and MTT’s highly acclaimed television series.

A pair of tickets to the San Francisco Symphony’s October 15 performance of Pictures at an Exhibition conducted by James Conlon paired with a DVD copy of the recently broadcast Mahler episode of Keeping Score—San Francisco Symphony and MTT’s highly acclaimed television series.

2 tickets to a Marin Symphony concert of your choice and a $50 gift certificate to The Melting Pot in Larkspur.

Two complimentary tickets to one of Musica Angelica’s 2011-12 Subscription Series concerts plus two CDs: Handel’s Acis and Galatea featuring soprano Linda Perillo, tenor Mark Bleeke and baritone Florian Boesch, and Telemann Concerti for violin, flute, oboe and trumpet.
Musical Drawing continued

- Arts-INC.biz provides a best-practices approach towards organizational stewardship focusing on Excellence, Innovation, Access, Fiscal Responsibility and Sustainability. Arts-INC.biz delivers a holistic solution to your organization’s successes, challenges and opportunities, providing a personal solution for your organization. Winner is entitled to a professionally facilitated Organization Retreat for the Board, the Staff or combination. This is a great way to refocus on the purpose and work of the organization, strategize about a new endeavor or map out the future.

- “What’s a matter, Bunky? Your org’s money’s all gone and you’re not sure where? You singin’ the ‘Tapped Out, Low Down, Single Ticket Budget Blues’? Your financial reports about as clear as mud? Well, a chat with ol’ Jed from Arts Finance Resources will fix you right up. Arts Finance Resources—answering financial operations questions in the nonprofit community since 2003. This entitles you to 6 hours worth of one-on-one, hands-on Q&A.”

- 2 tickets to 2011-12 Santa Barbara Symphony concert, dinner for 2 at Emilio’s Italian restaurant and a one-night stay at the charming Upham Hotel.

Disclaimer: Only one prize per delegate. Out of respect to our donors, prizes are not transferable. All concert tickets and hotel rooms subject to availability.

Connoisseur’s Collection

Become the toast of your social circle!

Nothing goes better with Classical music than a glass of fine wine! And who would know what special wines go best with music than ACSO’s very own Board of Directors? Enter for your chance to win a coveted selection of fine wines, contributed from the private cellars of our Board members. You could go home with over 25 bottles of exquisite vintages to enjoy at your leisure. Only 54 tickets are sold. Chances for this special selection are $100 a piece with the winning tickets chosen during a fun-filled ceremony at Saturday’s luncheon. To view the outstanding selections, be sure to visit the Wine Bin display in the Resource Room.

*Must be present to win. The drawing will be held during lunch Saturday, July 23. The winner has the option of taking the wines home or having them shipped (in-state only).
Schedule of Events

Wednesday, July 20

3–4:30 PM
ACSO Board Meeting
SAN MARINO

5–6 PM
Resource Room Available for Vendor Set-Up
FOUNTAIN I

6 PM
ACSO Board and Major Donor Gathering
BY INVITATION ONLY

Thursday, July 21

ASK THE EXPERTS THROUGHOUT THE DAY.
SIGN UP IN THE RESOURCE ROOM.
sponsored by Kelly Ruggirello

8 AM–4 PM
Registration and Resource Room Open
FOUNTAIN I

10–10:45 AM
Conference Orientation and
ACSO Annual Meeting
FOUNTAIN II, III

New or Returning Delegates all
Be prepared to make the most of your Conference experience. Inside this perfectly wrapped package you’ll find all the tools you need to custom-fit these three days of learning and sharing into a fine-tuned journey of discovery, inspiration, and encouragement.

Kelly Ruggirello, president, Pacific Chorale
sponsored by Stephen J. M. (Mike) Morris

ACSO Annual Meeting
(immediately following the Orientation)

■ Welcome
Melinda Shea, president, Pasadena Symphony & POPS
Paul Jan Zdunek, ceo, Pasadena Symphony & POPS
■ Election of New ACSO Officers
■ Most Valuable Player Awards Presentation
■ From the League
Jesse Rosen, president & ceo, League of American Orchestras

NancyBell Coe, president, Association of California Symphony Orchestras
sponsored by James Drummy
**Creativity. Innovation. Possibility.**

**Thursday, July 21 continued**

11 AM–12:45 pm

**Peer Forums**

### Managers with budgets over $1 million
1. Paul Jan Zdunek, CEO, Pasadena Symphony and POPS
2. Melinda Shea, President, Pasadena Symphony and POPS
3. Jan Derecho, Executive Director, Santa Cruz Symphony
4. Dean McVay, Board Member, San Bernardino Symphony
5. Francie Levy, Executive Director, Tulare County Symphony

### Managers with budgets $500,000 to $999,999
6. Paul Jan Zdunek, CEO, Pasadena Symphony and POPS
7. Jan Derecho, Executive Director, Santa Cruz Symphony
8. Dean McVay, Board Member, San Bernardino Symphony
9. Francie Levy, Executive Director, Tulare County Symphony

### Managers with budgets under $499,999
10. Paul Jan Zdunek, CEO, Pasadena Symphony and POPS
11. Jan Derecho, Executive Director, Santa Cruz Symphony
12. Dean McVay, Board Member, San Bernardino Symphony
13. Francie Levy, Executive Director, Tulare County Symphony

### Marketing Directors and Staff
14. Nicolette Atkins, Director of Marketing, Los Angeles Chamber Orchestra

### Public Relations Directors and Staff
15. Oliver Theil, Director of Public Relations, San Francisco Symphony

### Development Directors and Staff
16. Courtney Beck, Development Director, Philharmonia Baroque Orchestra

### Operations and General Managers
17. Tim Beswick, Director of Artistic Operations, Santa Rosa Symphony

### Finance, IT Staff and Volunteers
18. Maya Rathi, Finance Director, Oakland East Bay Symphony

### Education Staff and Volunteers
19. Adrienne Valencia, Director of Education, San Diego Symphony

### League and Guild Volunteers
20. Gerry Jackson, Member, Women’s Committee Pasadena Symphony

### Youth Orchestra Staff and Volunteers
21. Wendy Gilman, Executive Director, Young People’s Symphony Orchestra

### Conductors
22. Bruce Kiesling, Music Director, Tulare County Symphony

### Emerging Leaders and Internship Programs
23. Our sector’s future depends on finding and cultivating new talent to develop the next generation of leaders. Join this peer forum to hear from professionals in the field who entered internship programs to become performing arts managers. New talent can be found in all kinds of places! If you are interested in learning about how to start an internship program at your organization or you are newer to the field and would like to network and share experiences, challenges, and opportunities, don’t miss this invigorating forum.

### NOTE: JOIN THIS TABLE IF YOU DO NOT HAVE A PEER TABLE

**[16] Emerging Leaders and Internship Programs**

24. Brian Sullivan, Director of Operations, Pacific Chorale
25. Jeff Thomas, Associate Director of Development, Philharmonia Baroque Orchestra
26. Katherine Yang, Director of Education, Pacific Chorale

**[5] Advance registration required for box lunch**

**Sponsored by Young Concert Artists**
PLENARY I: The Art of Possibility

This open plenary session sets the tone for a mind-freeing Conference! Benjamin Zander uses the metaphor of the orchestra and a lifetime of experience conducting, coaching and teaching musicians to work his magic to overcome barriers to productivity. His non-traditional, interactive presentation will take us on a journey that offers startling new perspectives on leadership, creating innovative paradigms for personal and professional fulfillment. This opening plenary experience sets the tone so that we may all begin to explore Beyond the Box!

Benjamin Zander, music director, Boston Philharmonic; author; teacher
Introduction: Paul Jan Zdunek, CEO, Pasadena Symphony and POPS
Sponsored by Joyce Fienberg

PLENARY II – From the Front Lines

Knowing where you are is the first step in determining where you should be going. This snapshot from orchestras across the country will provide the data necessary for individual/organizational needs assessments and help us choose wisely in the months ahead.

Rob Birman, Executive Director, Louisville Orchestra
Ryan Fleur, President & CEO, Memphis Symphony
John Forsyte, President, Pacific Symphony Orchestra
Anne Parsons, President & CEO, Detroit Symphony Orchestra
Moderator: Jesse Rosen, President & CEO, League of American Orchestras
Sponsored by Arts-Inc.biz

An Evening at the Hollywood Bowl

5:30 PM: Board buses on Walnut
5:45 PM: Buses depart for the Hollywood Bowl
6:30 PM: Dinner al fresco, Museum Garden
8:00 PM: Concert: Dudamel conducts Strauss
10:20 PM: Buses return to Westin

J. Strauss/Overture to Die Fledermaus
Bruch/Violin Concerto No. 1
Enescu/Romanian Rhapsody No. 1
Liszt/Hungarian Rhapsody, No. 2
J. Strauss/On the Beautiful Blue Danube

Gustavo Dudamel, conductor
Pinchas Zukerman, violin

Advance registration required
Sponsored in part by the Los Angeles Philharmonic
Friday, July 22, 2011

ASK THE EXPERTS THROUGHOUT THE DAY.
SIGN UP IN THE RESOURCE ROOM.
SPONSORED BY LOU BARTOLINI

8 AM–4 PM

Registration & Resource Room Open

8:30–10 AM

[1] Please “Like” Me: Reaching Out Through Social Media marketing/pr PLAZA

Social media is an ever-growing arena perfect for audience engagement, and it can be managed in less than 10 minutes a day! Our expert panel will share successful social media campaigns, introduce some of the tools available, and invite you to brainstorm new ideas on engaging your unique audience in new and exciting ways.

Kristy Hanson, singer-songwriter
Amy Seidenwurm, director, digital marketing, Los Angeles Philharmonic
Kara Whittington, senior marketing manager, San Francisco Symphony
MODERATOR: Lacey Huszcza, director of operations and promotions, Los Angeles Chamber Orchestra

SPONSORED BY OLIVER THEIL

[2] Challenging & Channeling the Community education/all FOUNTAIN IV

In this session, attendees will engage with panelists to uncover how we each ‘rethink our orchestras,’ and hear how different organizations strive to weave themselves into the fabric of their communities. What is working; what is not and why? What are the issues; how are internal and external constituencies built to align orchestras with community need and relevance?

Clay Campbell, director of education & community engagement, Pasadena Symphony and POPS
Kelly Dylla, director of audience engagement, Pacific Symphony
Marc Feldman, Sacramento
Ted Russell, senior program officer for the arts, The James Irvine Foundation
Dalouge Smith, president, San Diego Youth Symphony & Conservatory
MODERATOR: Leni Boorstin, director of community and government affairs, Los Angeles Philharmonic

SPONSORED BY ADRIENNE VALENCIA
[3] It’s Complicated: Behind the Curtain  
board/management/artistic  
MADERA

A candid and provocative behind-the-scenes discussion on the strengths and vulnerabilities of the three-legged stool we have all endorsed as the ideal relationship between the Music Director, Chief Executive and Board President. Join us as we delve into the issues of creating a superb artistic product within a fiscally responsible framework under the guidance of a volunteer assembly of bosses. Passions, fears, and egos abound! Find out if this model is one of Discipline or Dysfunction. Warning: this session is rated R for its content!

Sylvester Aguilar, president, Modesto Symphony Orchestra
Michael Morgan, music director, Oakland East Bay Symphony; Sacramento Philharmonic
Paul Jan Zdunek, ceo, Pasadena Symphony and POPS
Moderator: Laura Zucker, executive director, Los Angeles County Arts Commission

Sponsored by Katherine E. Akos

10:15–11:45 AM

board/governance  
MADERA

What is reasonable, realistic, appropriate, borderline, or out of bounds? Creative problem solving and new perspectives should not cross into the realm of unreasonable expectations or inappropriate role-playing. Board members and the organizations they govern should be clear on roles and responsibilities, expected financial and time commitments, and how they interface with one another. Use our handy checklist to help you turn cloudy relations into crystal clear collaborations.

Jan Masaoka, editor-in-chief, Blue Avocado

Sponsored by Noralee Monestere

board/management  
PLAZA

So you think you want to merge with another organization? Where do you begin? Defining the why, when and how of mergers demystifies the process needed to ensure the decision is right for your organization. You may be surprised at what can be revealed along the way!

Jennifer Duston, executive director, Oakland East Bay Symphony
Gary Holt, artistic director, San Diego Gay Men’s Chorus
Moderator: Kathryn R. Martin, vice president, Arts Consulting Group, Inc.

Sponsored by Maya Rath

marketing  
FOUNTAIN IV

Discover five key strategies to help you get through this sour economy. During any recession, the wise make sure they’re on a path to where they want to be when more prosperous times return. All recessions end. Where will you be situated?

Jim Royce, director of marketing, Center Theatre Group

Sponsored by Dean McVay
12–2 PM

Luncheon with guest speaker Jane Kaczmarek
“The Clothes Off Our Backs and Other Creative Solutions”
all FOUNTAIN II, III

The glitz, glamour and all of the excesses of Hollywood can make one’s head spin—not so for this girl from Greendale, Wisconsin. Growing up in a second-generation Polish immigrant family with a strong belief in self, the value of hard work, and the humility of riches, TV star of Malcolm in the Middle, Jane Kaczmarek, enlightens us on her professional and personal life experiences that have led her to creative solutions, including one that is helping thousands around the world.

INTRODUCTION: Nancy Chalifour

[+] ADVANCE REGISTRATION REQUIRED

SPONSORED BY 501(c) Agencies Trust

2:15–3:30 PM

[1] Do We Have a Good “Union?”
management MADERA

Togetherness is a given; but things have been heating up around the country for months. What is the future of the relationship between management and labor? How can we improve the discussions to achieve desired solutions?

Chris Durham, director of symphonic services, American Federation of Musicians
Bob Jones, executive director, Long Beach Symphony
Ryan Sweeney, musician

MODERATOR: Lora Unger, general manager, Pasadena Symphony and POPS

SPONSORED BY Janneke Straub


board/development PLAZA

Learn how to create and implement a successful major gift campaign from key players who openly share the psychological and logistical aspects involved in working with generous patrons. Senior staff will reveal cultivation, solicitation and stewardship strategies for securing major gifts. Hear from a major donor strategies that work and strategies that don’t. You won’t want to miss this candid, revealing conversation between solicitors and the solicited!

John Alexander, artistic director, Pacific Chorale
Mary Lyons, philanthropist
Kelly Ruggirello, president, Pacific Chorale

SPONSORED BY Sean Sutton

Do the numbers seem more like a cruel joke—a plot to confuse and misdirect—than something relevant and workable? What’s top on your list of questions regarding finances? No question is out of the question! How can we be expecting to “break-even” for year-end but we’re almost out of money? What is the difference between a budget and a forecast? What is temporarily restricted (it’s temporarily restricting my understanding of the financials)!? Come learn about some common metrics that make many board members scratch their heads.

J.F. Coffin, IV, owner/principal, Arts Finance Resources
Kevin Glover, director of finance, Pasadena Symphony and POPS
Bryan Crossley, controller/treasurer, Los Angeles Philharmonic
Moderators: Maya Rath, finance director, Oakland East Bay Symphony (in person);
Sean Sutton, executive vp/coo, Pacific Symphony (Skyping from Hawaii)

Sponsored by Cynthia Shilkret


This is a sticky, two-sided issue—and one that affects everyone! How do arts organizations decide how much to pay staff vs. how much you are worth to your organization? In this session we will examine what arts organizations value, what employees want, and what you need to know to bridge these seemingly polar-opposite interests.

Laura Zucker, executive director, Los Angeles County Arts Commission; director, Masters in Arts Management Program, Claremont Graduate University

Sponsored by NancyBell Coe


The unique demands of the 21st Century and sobering economic downturn have thrust musicians into alternative and non-traditional roles. How are 21st Century musicians and artists paving new paths for themselves in order to continue and thrive in the current dynamic environment? What are the current demands and how are traditional roles changing? What are the opportunities and challenges ahead? Where is the music industry headed, and what are the responsibilities of tomorrow’s musicians and administrators to lead it?

David Cutler, classical and jazz composer, pianist, conductor, educator, author
Maia Jasper, violinist, Los Angeles Chamber Orchestra; co-artistic director, Salastina Music Society
Christopher Rountree, founder/conductor, wild Up
Moderator: Rachel Fine, executive director, Los Angeles Chamber Orchestra

Sponsored by Nancy Bankoff Chalifour
3:45–5 PM continued

[3] Conversations with Benjamin Zander: Continuing the Art of Possibility  general  FOUNTAIN IV
Benjamin Zander will deepen the conversation, answer questions and sign copies of The Art of Possibility.

Benjamin Zander, music director, Boston Philharmonic; author; teacher

5:30–7 PM

Celebrate Conference and Camaraderie: Overture Party
Before you go off on your own for dinner and an evening of networking and fun, walk to Pasadena’s hippest new restaurant, Noor, situated in historic downtown Pasadena between the California Mediterranean architecture of Pasadena City Hall and overlooking the famed Colorado Boulevard. Join your colleagues for a Happy Hour Reception not to be missed.

Noor Restaurant
260 East Colorado Boulevard, in the Paseo Colorado, one block from the Westin
Transportation on own.

7–8 PM

Verdugo Young Musicians Association Concert
Incarnation Church of Glendale
1001 North Brand Boulevard, Glendale
This concert is the culmination of a stunningly eclectic summer camp where participants (age 7–17) do it all! Performances include orchestra, jazz ensemble, chamber, choir, drumming ensemble and hand bells.
Tickets are complimentary to Conference delegates.
Transportation on own.
Saturday, July 23, 2011

ASK THE EXPERTS THROUGHOUT THE DAY.
SIGN UP IN THE RESOURCE ROOM.
sponsored by Bruce Kiesling

7:30 AM—12 PM
Resource Room Open

8 AM—12 PM
Registration & Continental Breakfast
Power Seminar for Trustees & Administrators

What is a “leader”? What makes a leader great? What influence does a leader—whether good, bad or mediocre—have on his/her organization? Certainly some businesses or groups function adequately in spite of—rather than because of—their leadership; but for most it requires vision and excellence in the top positions to realize impressive achievement. The musical world is no exception. How better to explore the attributes of effective leadership in our 21st century musical world than through conversations with two executives who truly embody great leadership?

8:30–10 AM
“Developing Leadership”

Stephen D. Rountree, president & CEO,
The Music Center, Los Angeles
MODERATOR: Nancy Bell Coe, board member,
Ojai Music Festival

10:15 AM—12 PM
“Leadership in Action”

Deborah Borda, president & CEO,
Los Angeles Philharmonic
MODERATOR: Ara Guzelimian, dean, Juilliard School

[3] ADVANCE REGISTRATION REQUIRED
SPONSORED BY THE CAPITAL GROUP COMPANIES CHARITABLE FOUNDATION
8:30–10 AM

[1] Visionary Advantage: The Future of Funding  
**FOUNTAIN IV**
This session will focus on state and local advocacy for arts and arts education with an overview of the very successful Arts for LA’s Policy Framework.

Danielle Brazell, executive director, Arts for LA  
Jackie Koppell, director of programs, California Arts Advocates  
Laurie Schell, executive director, California Alliance for Arts Education  
**MODERATOR:** Lou Bartolini, past president, Marin Symphony

**SAN MARINO**
As in, The Answer to all those terrifying questions about the future of classical music and the symphony orchestra. But The Answer only if we develop our programs properly, develop our philosophies adequately, and understand that the mission, the charge, and the goal may have changed. Where once youth orchestras were just offering some kind of preparation for an existing world of classical music, now we are likely to be the ones creating that world.

Julia Copeland, executive director, Youth Orchestras of Fresno  
Janneke Straub, executive director, American Youth Symphony  
**SPONSORED BY JULIA COPELAND AND THE YOUTH ORCHESTRAS OF FRESNO**

10:15–11:45 AM

[1] Catchy Doesn’t Sell  
**FOUNTAIN IV**
Canny, cute, clever, coy, classy—if any of these words describes your latest marketing campaign, this session is for you. Learn how to avoid marketing clichés and how to begin speaking to new audiences with clear, direct, persuasive marketing messages.

Trevor O'Donnell, marketing consultant  
**MODERATOR:** Jayce Keane, director of public relations, Pacific Symphony  
**SPONSORED BY MIREYA JONES**

[2] Fundraisers and Events for your Community  
**SAN MARINO**
When it comes to fundraising, a creative leap is just what’s needed to catapult your event to the top. Great fundraisers break barriers and build community while also raising those much-needed funds. Best of all, they become highly anticipated highlights on a community’s annual calendar.

- **Adopt-a-Musician**  
  Carolyn Eggleston, board member, San Bernardino Symphony Guild
- **The Magic of Showcase**  
  Beverly Marksbury, Pasadena Showcase House for the Arts,  
- **Crescendo**  
  Paulette Matson, board member, Long Beach Symphony  
- **Florals Facilitate Fundraising**  
  Sandi Rittenhouse, member, Women's Committee Pasadena Symphony  
**MODERATOR:** Mireya Jones, board member, Musica Angelica Baroque Orchestra  
**SPONSORED BY MARY SCHNEPP**

Does your organization desire high end projected images, close-ups of musicians on large screens, social media promotional videos or other technological enhancements but you don’t know where to begin or where it will end? Our session will present tools, strategies and ideas for making smart rental decisions and capital investments to give you flexibility and control over your organization’s multimedia future. Learn enough about the current gear, estimated costs and where to get more information so that you can have an intelligent conversation with stakeholders about the best investments to aim for to accomplish your organization’s goals.

David Elliott, vice president, South Pacific Image
Eileen Jeanette, vp, artistic & orchestra operations, Pacific Symphony
Jeffrey Sells, director of artistic and orchestra operations, Pacific Symphony

SPONSORED BY ASCAP

12–2 PM

Luncheon with guest speaker Marvin Hamlisch
“A Conversation with Marvin”

Mr. Hamlisch has conducted and performed with virtually every pops orchestra in the country and currently leads six American orchestras as their principal pops conductor. Join Oscar, Tony, Grammy, Golden Globe, Emmy, and Pulitzer Prize winner Marvin Hamlisch for lunch as he shares his music, vast experiences, and his vision for the role of pops for today’s orchestras.

INTRODUCTION: Melinda Shea, president, Pasadena Symphony and POPS

SPONSORED BY HARRY JACOBS

[3] ADVANCE REGISTRATION REQUIRED
Bringing a California El Sistema into Focus

With more than 12 established programs, California is at the forefront of bringing El Sistema to the United States. Each one of these programs is an invention of its community, with a larger goal in mind—music as a vehicle for social change. In this session, attendees will follow three threads to bring these community-based music programs into focus: Teaching and Learning, Organization and Journey, and Community. Rich conversations in these areas will provide action steps and how-to processes to empower the audience to begin programs and apply relevant concepts to their work. Additionally, participants will enjoy a brief performance by students involved in the young musicians programs of VYMA and the LA Phil.

Teaching and Learning
Samvel Chiligarian, artistic director and conductor, Verdugo Young Musicians Association
Lydia Cooley, community strings instructor, San Diego Youth Symphony
Emily Kubitskey, YOLA at HOLA woodwind specialist, Heart of Los Angeles
Nikki Shorts, YOLA at HOLA strings specialist, Heart of Los Angeles
Facilitator: Dan Berkowitz, YOLA manager, Los Angeles Philharmonic

Organization and Journey
Adam Johnston, program director, ICAN (Incredible Children’s Art Network) Music Program
Seth Mausner, program director, Music Team San Francisco
Christine Witkowski, YOLA at HOLA program director, Heart of Los Angeles
Facilitator: Gretchen Nielsen, director, educational initiatives, Los Angeles Philharmonic

Community
Tony Brown, executive director, Heart of Los Angeles
Scott Lane, parent, Verdugo Young Musicians Association
Lauren Widney, education and community programs manager, San Diego Youth Symphony
Facilitator: Louise Ghandhi, board president, Verdugo Young Musicians Association

Sponsored by Wells Fargo

Pasadena Pops Summer Series at the Rose Bowl Lawn

5:30 PM Board buses on Walnut
5:45 PM Buses depart for Rose Bowl
6:00 PM Dinner al fresco at reserved tables
7:30 PM Concert

Marvin Hamlisch, conductor
The Way We Were/Ice Castles/The Entertainer/
They’re Playing Our Song/A Chorus Line/The Sting

[5] Advance registration required

Saturday, July 23 continued
Sunday, July 24, 2011

7:30 AM

Southwest Chamber Music’s Summer Festival
Huntington Library
1151 Oxford Road, San Marino

Lei Liang/Gobi Canticle for Violin & Cello
Mozart/Quintet for Clarinet and Strings, K. 581
Vu Nhat Tan/Moon for Solo Cello
Mozart/String Quintet No. 3, K. 516

Free parking is available in the Huntington parking lot. For ACSO delegates there is a discount in the Loggia seating for $40 and the Lawn admission (bring a chair or blanket) for $25.

For tickets, call (800) 726-7147

THANK YOU FOR ATTENDING
THE 43RD ANNUAL CONFERENCE

Watch your inbox for directions to fill out the On-line Conference Evaluation to be entered into a drawing to win free registration to the 44th Annual Conference in Summer 2012.
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Gang Situ, San Francisco
Esther Wachtell, Ojai Music Festival
Phillip Waller, San Bernardino Symphony
Cindi Young, Musica Angelica Baroque Orchestra

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William Woodard, Florida
Robert J. Brehler, volunteer  
*Pasadena Symphony and POPS*

For over 10 years Bob has faithfully and regularly offered his time to the Pasadena Symphony Association. He is an invaluable addition to our office staff with his expertise in administrative tasks.

Valdez Hill, board member  
*Young People’s Symphony Orchestra*

Valdez has raised close to $200,000 for HIV/AIDS, and continues raise funds and build awareness of both HIV/AIDS and music education through his Giving Concerts series. Young People’s Symphony Orchestra (YPSO) has been a collaborating partner and beneficiary of his concerts since 2007. Valdez joined the board in 2008 and has been a driving force ever since. Valdez also chaired the Silent Auction. He coordinated the volunteers, procured over 50 of the donated items, and spent countless hours creating a visual feast. Valdez’s dedication and depth of commitment epitomize what it means to be a volunteer. Combined with his creativity, technical know-how, and positive energy, Valdez Hill is the person we all dream of when we ask for help. We are delighted to present him with this award.

The Association of California Symphony Orchestras is supported in part by grants from the California Arts Council and the National Endowment for the Arts
**Patricia Pieper Fink**, marketing volunteer
*Las Vegas Philharmonic*
Patricia is a full time dedicated volunteer who has relentlessly used her vast experience to maintain the healthy existence of the Las Vegas Philharmonic. She has used her skills to enhance many facets of the organization, which include marketing, advertising, communications, public relations, education and development strategies. Her determination has helped raise the awareness of the Las Vegas Philharmonic, thus bringing the cultural level in Las Vegas to a higher plateau for the community.

**Simona Vizireanu**, operations volunteer
*Thousand Oaks Philharmonic*
Simona helped to start “Friends of the Phil” with parents of the student performers. She is in charge of the Operations Committee, which takes care of logistics for all of the concerts. She coordinates all of the volunteers and parents and even started organizing receptions for student performers and parents after concerts. Simona has worked very hard throughout the year to make all of the events, concerts and rehearsals run smoothly by involving donors and volunteers, in addition to donating a lot of time and money herself. The Board and “Friends of the Phil” really appreciate all she has done.
What is the phenomenon that makes us think each year goes by faster than the one before? Here we are at ACSO’s 43rd Annual Conference in Pasadena when it seems that just yesterday we were in San Francisco at the 42nd! How many of these Conferences have YOU attended? This is my 26th—and I look forward to these annual visits with you more and more. Hearing about your orchestras, your families, and enjoying a shared love of so many things is always a joy. Welcome!

There is no question that the past year has presented major challenges to all in the musical community. Each month I’ve watched my e-mails, e-blasts, arts journals and news outlets carefully and with some trepidation. There is the hard truth that some organizations have to change the costs of artistic labor to stay in business. The stalemate between labor and management at the Detroit Symphony started the year, with Louisville and Philadelphia to follow; Syracuse and Honolulu Symphonies have closed their doors. Still, in California we have not lost a viable organization; but too many are in deep trouble and several had to suspend their seasons. It would be ludicrous to say that attending this Conference will get you out of infrastructure deficits, but it is one of the best ways to exchange the “what ifs” scenarios, and it’s going to take beyond the box management to do it. We hope you enjoy your three days at this Conference; find inspiration, enlightenment and encouragement; and that you go home buzzing.

I always enjoy reading the season brochures as they come in to the office. Your offerings are appealing and the campaigns innovative. A few especially caught my eye this time around: Pacific Symphony had special pricing offers of all sorts—all year, including giving season ticket holders a rewards card worth $250 credit to spend on various events. While Route 66 to Los Angeles no longer exists, the Santa Monica Symphony asked us to “get our kicks” at the Symphony’s 66th! San Francisco Symphony announced
its season as Part Music. Part Magic, while the Santa Cruz County Symphony tells us that Great Music Lives Forever portrayed by a swirling night sky and a Redwood tree. Attending a Berkeley Symphony concert promises to give us an adventure with music that is leading edge. Clearly the musical muses are providing inspiration from north to south!

Finally, we recognize some milestones this year:

- Santa Rosa Symphony’s Green Music Center received the final gift to finish work on its new hall
- In Budget Category 3 ($1 to $3.49 million), 8 out of 19 organizations had top staff changes
- About Time: A check-off on our CA tax returns—money to the California Arts Council
- Los Angeles Philharmonic in Theaters Near You!
- The San Diego Symphony celebrated 100 years; San Luis Obispo Symphony 50 years

Looking forward to life Beyond the Box!

Best,

Kris Sinclair, executive director, ACSO
2011-2012
ACSO Next Season

- “Ask an Expert” Conference Calls
  October 2011 - April 2012
- Mid-Winter Managers’ Meeting
  January 2012
- Youth Orchestra Confab
  March 2012
- Free 1-day Consultations
  for your organization
- 44th Annual Conference
  Summer 2012
- Resource Partners Program
  (free mentoring for staff and
  Board members)
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American classical composers have a choice of performing rights organizations... and these are a few of the classical composers who have chosen

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