

# FOUR-PART HARMONY



**volunteers, musicians, managers,  
and communities coming together**

Association of California Symphony Orchestras  
28th Annual Conference

Hosted by the San Francisco Symphony

August 1-5, 1996

St. Francis Hotel, San Francisco

ACSO

CELEBRATE YOUR SEASON WITH  
"A LITTLE BIT OF PARIS"  
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Phillip Elwood, San Francisco Examiner



Collaboration is the key word of the 90s in arts management: Harmony is the word we have used as our Conference theme to showcase volunteers and management working together, orchestras working with other organizations, and musicians and volunteers working in our communities. Harmonious examples of collaboration are plentiful during the three days of this Conference. Take them home with you and implement them to make your own harmony!

**GURTMAN AND MURTHA ASSOCIATES**  
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(212) 967-7350 FAX (212) 967-7341

## WELCOME DELEGATES



Welcome to San Francisco! The musicians, board, and staff of the San Francisco Symphony are pleased to be your hosts as you gather in our city for ACSO's 28th Annual Conference. ACSO has planned three full days of sessions, offering information and insights on everything from artistic decision-making to software support for your organization. Never before have careful

management and long-range strategic planning been so important to orchestras. Our gathering here for this Conference is a sign of our commitment, and what we take home with us will help put that commitment to work.

But this Conference isn't only about work. San Francisco is a city of great cultural attractions, great restaurants, great views. I trust that, along with your attendance at the Conference, you'll have the opportunity to sample some of what makes our city so special. I hope you find these three days with us stimulating, rewarding, and memorable.

*Nancy H. Bechtle*

Nancy H. Bechtle, President  
San Francisco Symphony

*Pos. Pres.  
Barbara Steinwald*



The Board of Directors and I welcome you to San Francisco and to the Association of California Symphony Orchestras' 28th Annual Conference. We hope you will make the most of this Conference by attending the wide range of workshops, seminars, panel presentations, as well as our musical and social activities.

Our thanks go to Nancy Bechtle and the San Francisco Symphony staff for everything they have done as our hosts. It is important to note that we could not produce this Conference if it were not for generous underwriters and you, our participants.

Similarly, ACSO could not function without its dedicated Board of Directors. They work tirelessly to develop the quality annual programming for which ACSO is known. It is my pleasure to serve with these wonderful men and women. Together, we extend a special thank you to ACSO's executive director, Kris Saslow, and her staff.

Thank you for your support and commitment to promoting symphonic music in the state. You play a key role in your own organizations and you are very important to ACSO.

*Mark A. Jordan*

Mark A. Jordan, President  
ACSO

## QUICK LOOK

*TO DO*  
*Done 6/5/97*

### THURSDAY, August 1, 1996

10:00 am	Volunteer Workshop	St. Francis Suite
1:00 pm	Peer Forums	California West
3:00	Dr. Robert Greenberg	Colonial
4:45	Annual Meeting	Oak Room
6:30	Pops Concert San Francisco Symphony	Davies Symphony Hall *

### FRIDAY, August 2, 1996

8:30 am	Fund-Raising Seminar	St. Francis Suite
9:00	World Music Programs	Elizabethan B
9:00	Cost Containment	Elizabethan D
10:45	Innovative Programming	Elizabethan B
10:45	Community Collaborations	Elizabethan C
12:15 pm	Luncheon Gordon Getty, honoree	Colonial
2:30	Pop Pop Pops!	Elizabethan A
2:30	New Ideas in Philanthropy	Elizabethan C
4:15	Musical Connections	Elizabethan A
4:15	Software and Technology	Elizabethan C
4:15	Troubles into Successes	Elizabethan D
4:15	Great Conductors on Film	Yorkshire
6:00	President's Reception	St. Francis Suite

### SATURDAY, August 3, 1996

8:00 am	Legislative Update	Elizabethan A
9:00	Marketing and Publicity	Elizabethan C
9:00	Youth Orchestra	Elizabethan D
9:30	Management Case Study	Elizabethan A/B
10:45	Musicians as Educators	Elizabethan C
10:45	Great Fund-Raising Events	Elizabethan D
12:15 pm	Luncheon Robert Kapilow, speaker	Colonial
2:15	Commissioning	Elizabethan A
2:15	5 Mistakes of Employers	Elizabethan C
2:15	Trusteeship	Elizabethan D
3:45	Henry Fogel and Peter Pastreich	California West
7:00	Beach Blanket Babylon	Club Fugazi *

### SUNDAY, August 4, 1996

2:00 pm	Stern Grove Festival San Francisco Ballet	Stern Grove * 19th Ave. & Sloat Blvd.
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\* Transportation on your own. Anyplace in San Francisco is easily reached by cab, BART, and/or Muni. For Stern Grove, take buses 93-Monterey and 28-19th Ave.



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## CONFERENCE NOTES

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Many thanks to the members of the ACSO Conference Committee, the ACSO Board of Directors, the staff and volunteers of the host orchestra, and those of you who contributed to this Conference with your time and expertise.

### CONFERENCE REGISTRATION AND TICKETS California East

Hours:

Wednesday, July 31 5:00 PM - 8:00 PM

Thursday, August 1 8:00 AM - 5:00 PM

Friday, August 2 8:00 AM - 5:00 PM

Saturday, August 3 8:00 AM - 5:00 PM

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.

### RESOURCE ROOM California East

Orchestra Brochures • Artist Manager Brochures and Rosters  
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Coffee served Friday and Saturday 8 AM - 10 AM

### PLEASE WEAR YOUR NAME BADGE AT ALL TIMES

Only registered delegates or speakers wearing badges will be allowed in meeting rooms.

## SPECIAL THANKS

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

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*Follow-up*

Thank you to the many organizations who have donated clever and interesting items to the ACSO Boutique.

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"(Christopher) Taylor should be watched. He may be one of the most impressive young pianists on the horizon today"

*The Washington Post*

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*The Cleveland Plain Dealer*



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*The Boston Globe*

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Artist Roster 1996-98

## Soloists

### PIANISTS

Bruce Brubaker  
Babette Hierholzer  
Masanobu Ikemiya  
Mina Miller  
Míceál O'Rourke  
John Bell Young

### VIOLINISTS

Margaret Batjer  
Chin Kim

### CELLIST

Steven Honigberg

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Lisa Hansen

## Conductors

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**WEDNESDAY, JULY 31**

3:00 pm-  
4:30 pm  
Georgia

ACSO BOARD MEETING

5:00 pm-  
8:00 pm  
California  
East

REGISTRATION & RESOURCE ROOM

*Photo  
Room!*

**THURSDAY, AUGUST 1**

8:00 am-  
5:00 pm  
California  
East

REGISTRATION & RESOURCE ROOM

10:00 am-  
1:00 pm  
St. Francis  
Suite  
12th floor

PRELUDE: VOLUNTEER WORKSHOP  
AND LUNCHEON

**Challenging the Assumptions of  
How Volunteers Work**

This three-hour workshop will discuss current trends in volunteerism and show you how your volunteer association can and must make the journey to change, using "episodic" volunteers, establishing new administrative guidelines, and re-focusing its work with the orchestra. Workshop format includes presentations, roundtable discussions and problem-solving sessions. Come to this workshop with an open mind to share new ideas with your colleagues from other guilds, leagues, and volunteer associations. Managers welcome.

Moderator: **Diane Lent**, president, Modesto Symphony  
Speakers: **Debbie Chinn**, director, Volunteer Council,  
San Francisco Symphony  
**Jim Perry**, volunteer, San Francisco Symphony

1:00 pm-  
2:30 pm  
California  
West

UPBEAT: PEER FORUMS

Among the most popular events at the conference, these forums present an ideal opportunity to share information with your colleagues at informal round tables. For managers of like-budget organizations.

Coordinator: **Carol Handelman**, director of operations/finance,  
Philharmonia Baroque Orchestra

Table 1  
Managers/Orchestras  
budgets less than \$100,000  
**Linda Temple**, executive director,  
Rohnert Park Chamber Orchestra

Table 2	Managers/Orchestras budgets of \$100,000-\$250,000 <b>Liz Dossa</b> , executive director, Peninsula Symphony North
Table 3	Managers/Orchestras budgets of \$250,000-\$500,000 <b>George A. Sinclair</b> , executive director, Stockton Symphony
Table 4	Managers/Orchestras budgets of \$500,000-\$1,000,000 <b>Mike Royer</b> , general manager, Modesto Symphony
Table 5	Managers/Orchestras budgets over \$1,000,000 <b>Wayne Shilkret</b> , executive director, Pasadena Symphony
Table 6	Managers/Trustees of Youth Orchestras <b>Amy Crain</b> , administrative coordinator, Youth Music Monterey
Table 7	Conductors <b>Mitchell Sardou Klein</b> , music director, Peninsula Symphony North
Table 8	Development Directors <b>Deirdre Hallman</b> , development director, Philharmonia Baroque Orchestra
Table 9	Marketing/Public Relations Directors <b>Michele Prisk</b> , assistant director of marketing, San Francisco Symphony
Table 10	Operations/Assistant Managers <b>Jim Medvitz</b> , operations director, Pacific Symphony Orchestra
Table 11	Finance Directors <b>Jed Coffin</b> , finance director, Monterey County Symphony
Table 12	Education Directors and Education Volunteers <b>Kelly Ruggirello</b> , director of education, Pacific Symphony Orchestra

3:00 pm-  
4:30 pm  
Colonial  
Room

## CURTAIN UP: OPENING PLENARY SESSION

## The Composer is Always Right



Guest Speaker:  
**Robert Greenberg, Ph.D.**

Dr. Greenberg is chair of the Department of Music History and Literature and director of the Adult Extension Division at the San Francisco Conservatory of Music. He is the recipient of numerous composition awards, including three Nicola de Lorenzo prizes, Meet the Composer Grants, and commissions from the Koussevitzky Foundation, the Alexander String Quartet, and XTET. He is creator and lecturer of the San Francisco Symphony Discovery Series and is nationally known through his tapes and videos presented by The Teaching Company.

Welcome: **Mark A. Jordan**, president, ACSO

Introduction: **Patricia Gessner**, director of marketing,  
San Francisco Symphony

4:45 pm-  
5:45 pm  
Oak Room

## ACSO ANNUAL MEETING: OPUS 28

Presentation of the inaugural Volunteer  
"Most Valuable Player" Awards

6:30 pm-  
8:00 pm  
Davies  
Symphony  
Hall

## MUSICAL REPAST: DINNER AND CONCERT

San Francisco Symphony Pops Concert

**Emil de Cou**, conductor

Guest artist **Rosemary Clooney** sings music of  
Nelson Riddle

Dinner: Wattis Room

Dessert: Served at intermission, Wattis Room

Transportation to Davies Symphony Hall (Van Ness  
at Grove) is on your own.

Sponsored by Inn at the Opera and  
the San Francisco Symphony

8:00 am-5:00 pm  
California East  
REGISTRATION & RESOURCE ROOM

8:30 am-12:00 pm  
St. Francis Suite  
12th Floor  
SPECIAL SEMINAR

## A Practical Approach to Fund Raising



**G. Michael Gehret**, vice president for development and marketing, Chicago Symphony Orchestra



**Kay Sprinkel Grace**, San Francisco consultant, faculty of The Fund Raising School, Indiana University

A serious discussion of an old refrain — how can we support our musical programs in today's economy? Discussions include the shifting priorities of corporations and foundations, auditing the annual fund, renewal and upgrade programs, major donor activities, and information and data management.

Introduction: **George A. Sinclair**, executive director, Stockton Symphony

The \$55 seminar fee for admission, materials, coffee, and croissants, is in addition to the regular Conference registration.

9:00 am-10:30 am  
Elizabethan B  
Concurrent Sessions

### 1. QAWWALIRHAPSODY: WORLD MUSIC PROGRAMS

Global cross-fertilization is the musical watchword of the 90s. Take a look at some new concert series on specialized programming.

Speakers: **Lawrence Duckles**, production manager, Philharmonic Society of Orange County  
**Lynn Osmond**, executive director, Sacramento Symphony

Elizabethan D 2. POCO A POCO: COST CONTAINMENTS

The leitmotifs of today's business world are downsizing, consolidating, and streamlining. When should you re-orchestrate for a chamber ensemble without compromising artistic quality? This session will offer practical ways to reduce overhead by taking a hard look at your numbers for workers' comp, staffing, artists' fees, marketing, and development.

Moderator: **Jed Coffin**, finance director, Monterey County Symphony

Panelists: **Steven Bronfenbrenner**, chief financial officer, San Francisco Ballet  
**Julie Haseldon**, controller, San Francisco Ballet

Sponsored by Schweickert & Co.

10:45 am-12:00 pm  
Elizabethan B Concurrent Sessions

### 1. THE SURPRISE SYMPHONY INNOVATIVE PROGRAMMING

Add excitement to your [musical] life. Stretch boundaries and entice your audiences with unexpected programming. This session takes a look at your Classic series and suggests ways to jazz it up.

Speakers: **Gregg Gleasner**, artistic administrator, San Francisco Symphony  
**Seldy Cramer**, president, Seldy Cramer Artists

Elizabethan C 2. HARMONY AT HOME: COMMUNITY COLLABORATIONS

Join us for an in-depth look at maximizing community resources, building new audiences, and developing cultural awareness programs. Other topics include the creation of collaborative activities, securing grants, and devising everyday activities which expand the ethnic make up of trustees, musicians, volunteers, staff, and audience members.

Moderator: **Joseph Truskot**, executive director, Monterey County Symphony

Panelists: **Rae Grad**, director, Institute for Collaborative Studies, CSU Monterey Bay  
**Michael Howe**, executive director, East Bay Foundation  
**Mary Newkirk**, executive director, Long Beach Symphony



12:15 pm- BRAVO! LUNCHEON

2:15 pm  
Colonial  
Room

## Honoring Gordon Getty

A tribute to philanthropist Gordon Getty who has given generously to California orchestras through the Ann and Gordon Getty Foundation.

Emcee: **James Schwabacher, Jr.**  
 Pianist: **Alain Lefevre**  
 Tributes: **Nancy Bechtle**,  
 president,  
 San Francisco Symphony  
**Nicholas McGegan**, music director,  
 Philharmonia Baroque Orchestra  
**Louis G. Spisto**, executive director,  
 Pacific Symphony Orchestra



Sponsored by Bank of America  
 Piano provided by Yamaha Corporation of America

2:30 pm- Concurrent Sessions

4:00 pm

### Elizabethan A 1. POP POP POPS!

Variation has been a staple of musical creativity for centuries. See how fresh ideas in programming and innovative production can work in harmony to add new dimensions to pops programs (and enhance ticket sales).

Moderator: **James Reeves**, general manager,  
 Sacramento Symphony  
 Panelists: **Emil de Cou**, principal pops conductor,  
 San Francisco Symphony  
**Patricia Gessner**, director of marketing,  
 San Francisco Symphony  
**Michael Krajewski**, music director,  
 Modesto Symphony  
**Jim Medvitz**, director of operations,  
 Pacific Symphony Orchestra

Sponsored by ASCAP

### Elizabethan C 2. C-NOTES AND LOOSE CHANGE: NEW IDEAS IN PHILANTHROPY

Tchaikovsky had Mme. von Meek, Handel had King George I, Copland had Elizabeth Sprague Coolidge. Is there a patron in your midst? Author of the popular book *Wealthy and Wise*, this renowned philanthropist offers a practical and principled guide to responsible giving and provides insight for better donor understanding.

Speaker: **Claude Rosenberg, Jr.**, chairman,  
 RCM Capital Management  
 Host: **Mark A. Jordan**, president, ACSO

4:15 pm-

5:45 pm

### Elizabethan A 1. TEACHER TALK: MUSICAL CONNECTIONS

A panel of music and non-music educators shows how symphony orchestras can connect with teachers to meet the needs of our youth by more effectively building teacher committees and educator advisory panels, involving teachers at the inception of program planning, and developing concert materials.

Moderator: **Kelly Ruggirello**, director of education,  
 Pacific Symphony Orchestra  
 Panelists: **Bob Athayde**, music teacher, Stanley Intermediate  
 School, Lafayette School District  
**Cheryl Curtis**, principal, Bret Harte Elementary  
 School, San Francisco Unified School District  
**Don Doyle**, music advisor, middle schools,  
 Los Angeles Unified School District  
**Susan Stauter**, artistic director for high schools,  
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### Elizabethan C 2. SATB: BLENDING SOFTWARE AND TECHNOLOGY FOR OFFICE HARMONY

Basic harmonic forces on the information superhighway. Software, Access, Technical support, Bits and bytes. Let technology make your life easier. Use internet access (e-mail), computer fax, and data bases among others to accomplish more than you ever thought possible.

Speaker: **Larry R. Larson**, technology and planning consultant,  
 George Coates Performance Works

**Elizabethan D 3. DA CAPO: TURN TROUBLES INTO SUCCESSES**

Go back to the beginning of those near-disasters and discover ways to re-orchestrate them for success.

Moderator: **Shirley Lewis**, president/CEO, San Jose Symphony  
 Panelists: **Lucretia Butler**, president, Friends of the Monterey County Symphony  
**John Larry Granger**, music director, Santa Cruz County Symphony  
**Judy Patrick**, executive director, The Women's Philharmonic  
**Cathy Stapert**, executive director, Santa Barbara Chamber Orchestra

**Yorkshire 4. LEGENDARY CONDUCTORS ON FILM II**

Returning by popular demand, you will see rare footage from this unique collection covering the era 1913 to the present including archival materials, concert, and rehearsal films. Most have never been seen in the U.S.

Speaker: **Dr. Charles Barber**, conductor

**EMPEROR CONCERTO: PRESIDENT'S RECEPTION FOR ACSO MAJOR DONORS**  
 by invitation

Pianist: **Danny Wright**

6:00 pm-  
7:30 pm  
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**8:00 am-  
5:00 pm  
California  
East** REGISTRATION & RESOURCE ROOM

**8:00 am-  
9:00 am  
Elizabethan A** ASOL ON TOUR: WASHINGTON COMES TO CALIFORNIA

With the 1996 election under way and fundamental changes in the role of public support for the arts, advocacy — the capacity to make our views known — is more critical than ever. John will outline the new challenge to orchestras from members of Congress who want to change our tax-exempt status, and from proposals that will alter the patterns of private philanthropy in major ways. Since his presentation last year, much has changed — some for the better, some for the worse — but he promises a lively wake-up!

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

**9:00 am-  
10:30 am  
Elizabethan C** Concurrent Sessions

**1. FORTISSIMO: MARKETING AND PUBLICITY WHEN THERE'S CHANGE**

So you have a new music director or a new product! Don't tell the news sotto voce. Make your pronouncements fortissimo; add some embellishment.

Speakers: **Patricia Gessner**, director of marketing, San Francisco Symphony  
**Tom Gulick**, director of marketing and public relations, San Francisco Opera

Sponsored by MSG/MetroArts

**Elizabethan D 2. DO RE MI FA SOL: BUILDING A SUCCESSFUL YOUTH ORCHESTRA**

The notes are the same, but how can you stay in tune when your ensemble is at the pre-adult stage? Dealing with the logistics of touring, recording, commissioning, funding — even rehearsing — takes on added dimension in this scenario.

Moderator: **Asher Raboy**, music director, Napa Valley Symphony; conductor, Santa Rosa Symphony Youth Orchestras  
 Panelists: **Ron Gallman**, education director, San Francisco Symphony Youth Orchestra  
**Mary Gifford**, manager, Sacramento Youth Symphony  
**Sue Rumley**, executive director, San Diego Youth Symphony

9:30 am-  
12:00 pm  
Elizabethan  
A and B

# DUO RECITAL: SING ALONG WITH HENRY AND PETER

Two masters of the helm take the spotlight to demonstrate effective management techniques using a case study.

Speakers:

**Henry Fogel**, president,  
Chicago Symphony Orchestra  
**Peter Pastreich**, executive director,  
San Francisco Symphony

Sponsored by The Law Firm of Keesal, Young & Logan

10:45 am-  
12:00 pm  
Elizabethan C

## Concurrent Sessions

### 1. THE WELL-TEMPERED PEDAGOGUE: TRAIN MUSICIANS TO BECOME EFFECTIVE EDUCATORS

A great educator, like an accomplished musician, requires training and practice to reach top form. How can we train our musicians to become effective educators?

Speaker:

**Marsha Mabrey**, music director, Seattle Philharmonic; former director of education, Philadelphia Orchestra and Detroit Symphony

Host:

**Tim Beswick**, director of operations, San Jose Symphony

Elizabethan D

### 2. UN BALLO IN MASCHERA AND OTHER GREAT FUND-RAISING EVENTS

Mozart loved to party but died penniless. If only he'd had the opportunity to attend this session he might have learned to make his social life supplement his pocketbook! A presentation of clever fund-raising events.

Moderator:

**Diana Forney**, president,  
Santa Rosa Symphony League

Panelists:

**Judy Johnson**, board member,  
Napa Valley Symphony  
**Mark A. Jordan**, director of campus events,  
University of California, San Francisco  
**Sharon Robison**, president-elect,  
Santa Rosa Symphony League  
**Mitzi Tonal**, director of development,  
Philharmonic Society of Orange County

12:15 pm-  
2:00 pm  
Colonial  
Room

## DIVERTISSEMENT LUNCHEON

### Getting Them to Get it



Guest Speaker:

**Robert Kapilow**,  
composer, conductor,  
and commentator

Mr. Kapilow has had a versatile career, bringing new audiences to classical music in imaginative ways. He has recently been appointed composer/conductor for the Bank of Boston Celebrity Series

family music program and artistic advisor to their "Project Discovery." In preparation for Classical Music Month, he is creating an outreach program for National Public Radio. He is seen regularly on public television and heard on National Public Radio's *Performance Today*, explaining "What Makes It Great."

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

Sponsored by Columbia Artists Management, Inc.

2:15 pm-  
3:30 pm  
Elizabethan A

## Concurrent Sessions

### 1. THEME AND VARIATIONS IS COMMISSIONING FOR EVERYONE!

The commissioning process is deeply rooted in musical tradition. But so are the attendant decisions and potential conflicts. How do you select a composer? Who pays for what? This session explores the issues from the vantage point of the commissioning organization and the composer.

Moderator:

**Jung-Ho Pak**, music director,  
Idylwild School of Music; principal conductor,  
Disney Young Person's Symphony

Panelists:

**Chen Yi**, composer-in-residence,  
The Women's Philharmonic  
**Richard Early**, general manager,  
San Francisco Symphony  
**Robert Kapilow**, composer

Sponsored by Stephen Dunn & Associates



**Elizabethan C 2. LEARN THE SCORE: THE 5 BIGGEST MISTAKES OF EMPLOYERS**  
Have you ever failed to conduct an annual performance appraisal for an employee? Have you ever hired an employee without conducting a thorough check of references? Virtuoso management requires attention to myriad details. This session will provide practical suggestions for avoiding serious employment mistakes.

Speaker: **Mary Lee Thomson**, attorney,  
Littler, Mendelson, Fastiff, Tichy & Mathiason  
Host: **Millie Mitchell**, general manager,  
California Symphony

**Elizabethan D 3. ALL ABOARD FOR 1 VIOLIN, 1 VIOLA AND 1 CEO: TAKING TRUSTEESHIP SERIOUSLY**  
This concerto grosso requires careful casting and nurturing of those selected for leading roles. Review the score for boards of directors — from orientations to strategic planning.

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

Sponsored by The Law Firm of Musick, Peeler & Garrett

3:45 pm-  
5:00 pm  
California  
West

**POINT, COUNTERPOINT: CLOSING PLENARY SESSION**



Guest  
Speakers: **Henry Fogel**,  
president, Chicago  
Symphony Orchestra



**Peter Pastreich**,  
executive director,  
San Francisco Symphony

Introduction: **G. Michael Gehret**, vice president for development and marketing, Chicago Symphony Orchestra

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