

Building a Sound **FUTURE**



39th Annual Conference **AUGUST 9-11, 2007**

Westin South Coast Plaza Hotel, Costa Mesa

Hosted by the Pacific Symphony
and Pacific Chorale



Hunstein

ARTIST SERVICES

EUGENE ALBULESCU, PIANO

"His impeccable soulful fingers subject both classics and originals to the playful groove of jazz improvisation" *Jazz at Lincoln Center Magazine*

NING AN, PIANO

"...clearly a major 21st Century talent that has only begun to make its presence felt in the classical music world." *The Washington Times*

PAUL BADURA-SKODA, PIANO

"Words utterly fail to describe the inner expansiveness and richness of this complete reading of the Beethoven sonatas." *Helmut Rohm, Bayerischer Rundfunk 2002*

JITKA HOSPROVÁ, VIOLA

"She played with beautiful tone, very vividly and with unerring technique." *Vlasta Bokuvková, Hudební rozhledy, April 2003*

BORIS KUCHARSKY, VIOLIN

"His violin seemed to sing; he was able to hypnotize with long phrases intoned in an astoundingly rich timbre." *Musical Opinion*

STEVEN LUBIN, PIANO

"The interpretations are fast, lean and incisive as hell, yet always governed by shapely, flexible phrasing..." *Gramophone*

KYUNG SUN LEE, VIOLIN

"Lee certainly pulled off the virtuoso high jinks with aplomb, but her warm tone and supple, natural phrasing were what made the performances memorable." *The Washington Post*

DAVID OWEN NORRIS, PIANO

"Quite possibly the most interesting pianist in the world." *Globe & Mail (Canada)*

HAS

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WELCOME



On behalf of the Pacific Symphony, I would like to welcome the delegates to Orange County and the 39th Annual ACSO Conference. Orange County is home to a vibrant and diverse cultural community, a community that Pacific Symphony has been proud to be a part of for 29 years.

Co-hosting this Conference with our artistic partner Pacific Chorale is another highlight in a very eventful 18 months for the Pacific

Symphony—a period defined by our critically acclaimed inaugural tour of Europe, and our move into the acclaimed Renée and Henry Segerstrom Concert Hall. The Conference leadership has planned many stimulating workshops and meetings covering a variety of issues of concern to us all. As part of your Conference experience, we are also pleased to be able to share with you a tour of our new concert hall, an evening at the world famous Pageant of the Masters in Laguna Beach, as well as a concert under the stars at our summer home, Verizon Wireless Amphitheater.

We are grateful to the wonderful leadership of ACSO for organizing the Conference and hope this gathering provides you with valuable insights which help you to serve your constituents more effectively. Have a good stay in Orange County.

John E. Forsyte, president, Pacific Symphony



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WELCOME



As President of Pacific Chorale as well as this year's 39th Annual Conference co-chair, it is my honor to welcome you to beautiful Orange County. On behalf of our Board of Directors and artistic director, John Alexander, we are delighted that the first musical sounds you will hear in our new \$220 million home, the Renée and Henry Segerstrom Concert Hall, will be a performance by Pacific Chorale's professional chamber ensemble, the John Alexander Singers.

Both Pacific Chorale and Pacific Symphony are so appreciative to the Orange County Performing Arts Center for the wonderful gift of a superior acoustical facility allowing us to grow and flourish, and we are equally excited to share this gift with you.

Conference co-chair Jim Medvitz and I have worked hard to make sure that this year's Conference applies to orchestras and choruses alike, as we strive to strengthen both art forms that are so integrally and musically interconnected. This year, you will notice in your programs the "tracks" our able Conference committee created to help you identify sessions that address your particular area of interest. The Trustee track is noticeably expanded this year, including two Power Seminars, providing critical tools necessary to govern effectively and efficiently. Additionally, you will have the opportunity to meet one-on-one with our industry's arts leaders to discuss issues and brainstorm solutions.

Thank you for allocating your precious time and dollars to further your professional growth and the growth of your organization. We hope you find that both have been spent wisely.

Enjoy, learn, connect, rejuvenate! I look forward to meeting each one of you.

Kelly Ruggirello

Kelly Ruggirello, president, Pacific Chorale

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tomorrow's
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GREETINGS



I was asked in a job interview once, and I am not making this up, "What role does fantasy play in the life of a symphony manager?" At once I was both intrigued and horrified.

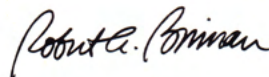
I suppose the truth of the matter is that we are all in search of that perfect concert experience—the quietude that seems elusive, the intonation, nuance, and spark.

That fantasy connects us all as orchestra advocates and this year's Conference aims to bring us each a few steps closer to that dream of perfection. Not just for our own benefit, but for those in our audiences and orchestras and choruses, too.

I am so glad you are here to add your voice to this weekend's discussions. California orchestras' strength comes from the diversity among us—of experiences, ideas and dreams.

The new concert hall here exemplifies the quality and perfection that we collectively seek, as do our very generous host organizations, the Pacific Symphony and Pacific Chorale.

Enjoy this weekend and on behalf of the entire ACSO Board, I thank you for continued support and tireless work to make your local orchestra or chorus as fantastic as ever.



Robert A. Birman, *president, ACSO Board of Directors*

Conference QUICK LOOK

WEDNESDAY, AUGUST 8, 2007

- 3 - 4:30 PM ACSO Board Meeting
- 5 - 6 PM Resource Room Open for Vendor Set-Up

THURSDAY, AUGUST 9, 2007

- 8 AM - 4 PM Registration and Resource Room Open
- 9 - 9:45 AM Conference Orientation
- 9:45 - 10:45 AM ACSO Annual Meeting
- 11 AM - 12:45 PM Musical Chairs: Peer Forums (lunch available)
- 1 - 2 PM Tour of the Renée and Henry Segerstrom Concert Hall
- 2 - 3 PM Plenary Session: Conversations and Reverberations
- 3 - 4 PM How to Sing and Play Well With Others
- 4:15 - 5 PM Sound Spotlight: The C.B. Fisk Organ at the Concert Hall
- 5:15 - 6 PM Pacific Chorale's John Alexander Singers Concert
- 6:30 - 7:30 PM Opening Reception at South Coast Plaza • Dinner on your own

FRIDAY, AUGUST 10, 2007

- 8 AM - 4 PM Registration and Resource Room Open
- 8:30 - 11:45 AM Power Seminar for Trustees • Life Stages: How Do You Take Your Organization to the Next Step?
- 8:30 - 10 AM
 1. Budgets and Benefits: Special Event Fundraising
 2. Make Yourself Heard: The Benefits of Electronic Media
 3. Youth Orchestras: From Parents to Community Leaders
- 10:15 - 11:45 AM
 1. Framework for Funding
 2. Pricing Strategies to Improve Perception and Revenues
 3. The Art of Conductor Auditioning
- 12 - 2 PM Luncheon with guest speaker Joan Tower • ACSO honors Saul Levine
- 2:15 - 3:30 PM
 1. Government Arts Funding and the Educator
 2. Sonata for Board and Music Director
 3. Puttin' on the Pops! For Fun and Revenue
- 3:45 - 5 PM
 1. Succession Planning
 2. When Great Announcements Go Bad
 3. Brain Power: M.I.N.D. Institute
- 5:30 - 6:30 PM Trustee Reception (by invitation only)
- 7 PM Buses leave for Pageant of the Masters
- 8:30 PM Pageant of the Masters (box dinner)
- 8 - 10:30 PM Pacific Symphony Open Rehearsal, Renée and Henry Segerstrom Concert Hall

SATURDAY, AUGUST 11, 2007

- 8 AM - 2 PM Registration and Resource Room Open
- 8 - 11:45 AM Power Seminar for Trustees • Best Practices for Today's Boards
- 8:30 - 10 AM
 1. Databases Are Your Organization's Life!
 2. Exempt/Non-Exempt and Hourly/Salary Staffing Primer
 3. e-Technology: Digitally Reinventing Our Lives
- 10:15 - 11:45 AM
 1. Everyday Études
 2. A Bequest Program on 5-25% of Your Time
 3. Calendar to Curtain: Concert Operations
- 12 - 2 PM Luncheon with guest speaker Barry Braverman • Wine Collection Drawing
- 2:30 - 4 PM Innovative Case Studies
- 5:30 PM Buses leave for Verizon Wireless Amphitheater
- 8 PM Dinner and Pacific Symphony Concert

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Special THANKS

2007 CONFERENCE CHAIRS

Jim Medvitz, *recently retired vice president strategic planning, Pacific Symphony*

Kelly Ruggirello, *president, Pacific Chorale*

MEMBERS OF THE ACSO CONFERENCE COMMITTEE

NancyBell Coe

Ron Gallman

Harry Jacobs

Andrea Laguni

Liz Summer

Joan De Visser, chair, The Tuneful Boutique

Peggy George, Pacific Symphony, The Tuneful Boutique

Lynn Hackman, president, Pacific Symphony League

Pacific Symphony Volunteers and Staff

Cynthia Shilkret, chair, Wine Bin

Special thanks to the following friends of ACSO who have provided in-kind services or merchandise during the year or for the 39th Annual Conference.

- Arts Consulting Group
- Atrium Café, San Luis Obispo
- California Shakespeare Theater
- California Symphony
- Coachman's Inn, Carmel
- Stan Cochran, Newport Beach
- Embassy Suites, San Luis Obispo
- Four Points by Sheraton, San Rafael
- Wendy Hand, The Meetings Network
- Los Angeles Chamber Orchestra
- Los Angeles Philharmonic, Hollywood Bowl
- Louie's California Bistro, Santa Barbara
- Macias Gini & O'Connell, CPAs
- Marin Symphony
- Monterey Symphony
- Noelle Marketing Group
- Oakland Chamber of Commerce
- Ojai Music Festival
- Orsi Restaurant, Santa Rosa
- Pacific Chorale
- Pacific Symphony
- Patron Technology
- Philharmonia Baroque Orchestra
- Rocky Point Restaurant, Carmel
- San Francisco Symphony
- San Luis Obispo Symphony
- Santa Barbara Symphony
- Santa Rosa Symphony
- Cynthia Shilkret
- George Sinclair
- South Coast Plaza, Orange County
- Stanford Court, a Renaissance Hotel
- Super Shuttle
- Upham Hotel, Santa Barbara
- Westin South Coast Plaza Hotel



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Conference **NOTES**

■ Registration, Tickets and Resource Room

MESA VERDE

■ Resource Room Hours

| | |
|---------------------|-----------------------------------|
| Wednesday, August 8 | 5:00 PM - 6:00 PM (Vendor Set-up) |
| Thursday, August 9 | 8:00 AM - 4:00 PM |
| Friday, August 10 | 8:00 AM - 4:00 PM |
| Saturday, August 11 | 8:00 AM - 2:00 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

- Orchestra Brochures
- Artists Manager Brochures and Rosters
- Vendor Information
- Computer Information
- The Tuneful Boutique
- Registration Desk
- Advocacy Information Desk
- Find out if you're a Musical Drawing winner
- Watch the documentary *Music From the Inside Out*

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■ Tuneful Boutique

Don't forget to shop at the Tuneful Boutique

ALL PROCEEDS BENEFIT ACSO

Thank you to the many organizations who have donated clever and interesting items to the Tuneful Boutique. We are delighted to showcase your orchestra's wares.

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. We recommend that you
do not wear your name badge while walking outside.

Connoisseur's COLLECTION



One of you will walk out of Saturday's lunch the envy of everyone at Conference! Imagine winning 24 outstanding wines—including rare and hard to find selections—that have been thoughtfully assembled from the private collections of our ACSO Board members. Talk about enhancing your image! This is a dream come true for serious oenophiles or for anyone who

appreciates the vintner's art. The exclusive *Connoisseur's Collection* opportunity drawing was a standout success in its debut at last year's Conference, generating numerous versions of this unique fund-raiser by your colleagues throughout California. We're bringing it back this year for an encore and, as before, only 52 tickets will be sold at \$100 each. Great wine! Great odds! Great fun!

The drawing is during lunch on Saturday—need not be present to win.

The winner has the option of taking all wines home after Conference or having them shipped to home/office.

Be sure to visit the wine bin display in the Resource Room to view the selections.

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 organizations. Proceeds from the drawing support essential services provided to orchestras and choruses in the state of California and the region, including consulting services, technical assistance, conferences, and workshops.

Drawings will take place in the Resource Room throughout the Conference—need not be present to win.

TICKETS: \$10 EACH; 3 FOR \$25, 6 FOR \$50, 10 FOR \$75

PRIZES INCLUDE:

- ✓ Weekend package with the California Symphony in idyllic Walnut Creek including concert tickets and a bottle of wine.
- ✓ Weekend package in San Luis Obispo includes concert tickets to the San Luis Obispo Symphony, two nights stay at Embassy Suites, and a \$50 certificate to the Atrium Café.
- ✓ Two tickets to a classics concert by the Pacific Symphony in the new Renée and Henry Segerstrom Concert Hall, accommodations at the luxurious Westin Hotel and dinner.
- ✓ \$500 Shopping Spree at South Coast Plaza in Orange County.
- ✓ Captain Stan Cochran will set sail with the winner and seven guests for a Newport Harbor Yacht trip on his Grand Banks 32.

- ✓ A framed 11x14 black and white photo of Rudolf Nureyev and Dame Margot Fonteyn in the frenzy scene from *Giselle* from the collection of ACSO Board member Cindy Shilkret. Photographed by the late Wayne Shilkret and featured in Life magazine.
- ✓ A pair of tickets to any of the Santa Rosa Symphony's 07-08 classical series concerts and dinner for two at Orsi Restaurant.
- ✓ Four tickets to Pacific Chorale's November 3, 2007 Italian Treasures concert in the new Renée and Henry Segerstrom Concert Hall. Includes a basket of Italian delights.
- ✓ A Box for four at the spectacular Hollywood Bowl for August 30, 2007, with the incomparable Los Angeles Philharmonic.
- ✓ Tighten up your board skills with a "Board Effectiveness Evaluation" consultation for your orchestra donated by the Arts Consulting Group, value \$2,500.
- ✓ Two tickets to any 2007-08 performance by the world-renowned Los Angeles Chamber Orchestra.
- ✓ A spectacular Monterey Weekend includes two nights at the Coachman's Inn in Carmel on October 13 & 14, 2007 with box seats at the Monterey Symphony's concert on Sunday, October 14. Package includes dinner for two at Rocky Point Restaurant on Saturday, October 13, an incredible ocean-view dining spot on the spectacular Central Coast and passes to the acclaimed Monterey Bay Aquarium.
- ✓ A pair of lawn seats for the 2008 Ojai Music Festival featuring David Robertson as music director and soprano Dawn Upshaw.
- ✓ Escape to beautiful Marin County. Package includes two premium seats to any Marin Symphony subscription concert with admittance to the Conductor's Club Reception and overnight stay at Four Points by Sheraton San Rafael.
- ✓ Two tickets to the renowned San Francisco Symphony during its 2007-08 concert season and a two-night deluxe accommodation stay at the award winning Stanford Court atop Nob Hill, a Renaissance Hotel.
- ✓ Three DVDs of *Keeping Score* from the San Francisco Symphony.
- ✓ Philharmonia Baroque Orchestra deluxe gift basket including concert tickets, wine, CDs, sweatshirt, and more.
- ✓ Two tickets to the Santa Barbara Symphony with a two-night stay at the charming Upham Hotel and \$50 toward dinner at Louie's California Bistro.
- ✓ Two tickets to the California Shakespeare Theater for its 2008 season to a Tuesday, Wednesday, Thursday evening or Saturday matinee performance, plus a picnic dinner for two.

DISCLAIMER: OUT OF RESPECT TO OUR DONORS, PRIZES ARE NOT TRANSFERABLE. ALL CONCERTS AND HOTEL ROOMS SUBJECT TO AVAILABILITY.

NOTES

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Willie pm
Steve AV

Schedule of EVENTS

TUES MONARCH BAY - GODDIE BAGS
WEDNESDAY, AUGUST 8, 2007

3 - 4:30 PM
ACSO Board Meeting PRE-CON SANDI
VIEJO/LAGUNA 11:00 AM STEVE

5 - 6 PM
Resource Room Open for Vendor Set-Up
MESA VERDE
CAPISTRANO - OFFICE

THURSDAY, AUGUST 9, 2007

8 AM - 4 PM ALL

Insider Tips: Registration and Resource Room Open MESA VERDE

It's no secret. The Resource Room is your destination throughout the day for insider tips and trading—and it's perfectly legal! Meet colleagues; get advice; share ideas; solve problems. Got a minute? Use it wisely.

ASK THE EXPERTS
Free, private 30-minute consultations will be available during the Conference. Sign-ups will be first come, first served and posted on the bulletin board the first day in the Resource Room (Mesa Verde).
Wayne Brown, director of music and opera, National Endowment for the Arts, will be available for constituent meetings. Sign-up in the Resource Room (Mesa Verde).

9 - 9:45 AM CHECK AV BEFORE 9 ALL

Timely Investment: Conference Orientation SANTA ANA

Determine the best sessions and activities for your individual needs by looking at the "big picture." Conference Orientation is the starting point for solid investment of your time and energy. Here's where you'll customize the ACSO Conference into a unique and personal learning experience.

Stacey Street, executive director, California Symphony

SPONSORED BY CYNTHIA SHILKRET

MIC SCREEN

9:45 - 10:45 AM

ALL

The Association of California Symphony Orchestras' Annual Meeting

SANTA ANA

- MOST VALUABLE PLAYER AWARDS
- RETIRING ACSO BOARD MEMBERS

WELCOME: **John Daniels**, chairman, Pacific Symphony
Robert A. Birman, president, Association of California Symphony Orchestras



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11 AM - 12:45 PM

ALL

Musical Chairs: Peer Forums and Lunch

Grab a chair at one of the tables and join your peers at this once-a-year unparalleled opportunity to build your network by meeting, mingling, and exchanging information with your colleagues. This is not a presentation; it is a participatory roundtable for staff and volunteer peers. You may be asked to split off into different groups if there are more than 10 at each table.

COORDINATOR: **Andrea Laguni**, executive director, Los Angeles Chamber Orchestra

PEER FORUM TABLES

- TABLE STANDS WITH TABLE #S
- MANAGERS WITH BUDGETS OVER \$1 MILLION
Sandi Sigurdson, executive director, San Luis Obispo Symphony
 COSTA MESA 14
 - BOARD MEMBERS WITH BUDGETS OVER \$1 MILLION
Jim Black, president, San Luis Obispo Symphony
 COSTA MESA 12
 - MANAGERS WITH BUDGETS FROM \$300,000 TO \$999,999
Denis Desmarais, executive director, Redlands Symphony
 COSTA MESA 5
 - BOARD MEMBERS WITH BUDGETS FROM \$300,000 TO \$999,999
Mary Schnepf, president, San Bernardino Symphony
 COSTA MESA 9
 - MANAGERS AND BOARD MEMBERS WITH BUDGETS UNDER \$299,999
Jennifer Keck, executive director, Auburn Symphony
 COSTA MESA 10
 - MARKETING DIRECTORS AND STAFF
Nicolette Atkins, director of marketing, Los Angeles Chamber Orchestra
 VIEJO/LAGUNA 11
 - PUBLIC RELATIONS DIRECTORS AND STAFF
Gary Ginstling, director of communications, San Francisco Symphony
 VIEJO/LAGUNA 9

- DEVELOPMENT DIRECTORS AND STAFF
Michelle Lange, Monterey Symphony
 COSTA MESA 17
- OPERATIONS AND GENERAL MANAGERS
Janet Nyquist, general manager, Long Beach Symphony
 COSTA MESA 15
- FINANCE, IT STAFF AND VOLUNTEERS
Sean Sutton, executive vice president & chief operating officer, Pacific Symphony
 VIEJO/LAGUNA 7
- EDUCATION VOLUNTEERS AND STAFF
Jerri Price, director of education, Pasadena Symphony
 VIEJO/LAGUNA 12
- LEAGUE AND GUILD VOLUNTEERS
Lynn Hackman, president, Pacific Symphony League
 SAN DIEGO/SAN PEDRO 15
- YOUTH ORCHESTRA STAFF AND VOLUNTEERS
Sara Salsbury, general manager, Peninsula Youth Orchestra
 SAN DIEGO/SAN PEDRO 8
- CONDUCTORS
Michael Hall, associate conductor, Pacific Symphony
 EAST GALLERIA 15
- CHORUS VOLUNTEERS AND STAFF
Dana Ramos, general manager, Pacific Chorale
 SAN DIEGO/SAN PEDRO
- BOX OFFICE MANAGERS AND STAFF
Kara Whittington, box office and Internet marketing manager, Santa Rosa Symphony
 VIEJO/LAGUNA

Pre-paid box lunches can be picked up in the East Galleria just outside the Mesa Verde Resource Room.

\$ ADVANCE REGISTRATION REQUIRED

SPONSORED BY SYLVIA SHEPHERD

1 - 2 PM

ALL

Tour of the Renée and Henry Segerstrom Concert Hall

Meet in the East Galleria and volunteers will direct you to the Concert Hall.



2 - 3 PM

ALL

Plenary Session: Conversations and Reverberations
SEGERSTROM CONCERT HALL

From inspiration to exhilaration—the designers of the Orange County Performing Arts Center Renée and Henry Segerstrom Concert Hall at Segerstrom Center for the Arts share details of the challenges they faced and adventures they experienced in creating this architectural and acoustic gem.

WELCOME: **Terrence W. Dwyer**, *president, Orange County Performing Arts Center*
 MODERATOR: **John Forsythe**, *president, Pacific Symphony*
Damien Dorian, *managing director/principal consultant, Artec Consultants, Inc.*
Mitch Hirsch, *associate principal, Pelli Clarke Pelli Architects*
Russell Johnson, *chairman, Artec Consultants, Inc.*

AV

3 - 4 PM

ALL

How to Sing and Play Well With Others
SEGERSTROM CONCERT HALL

Orchestra and Chorus not getting along!? Singing and playing together more difficult than it should be? St.Clair and Alexander have nurtured a harmonious relationship between their ensembles for 17 years. In this session the maestros divulge the key ingredients to creating a strong orchestra/chorus musical partnership.

MODERATOR: **Kelly Ruggirello**, *president, Pacific Chorale*
John Alexander, *artistic director, Pacific Chorale*
Carl St.Clair, *music director, Pacific Symphony*

SPONSORED BY BOOSEY & HAWKES

BOOSEY & HAWKES
 MICs

4:15 - 5 PM

ALL

Sound Spotlight: The Organ at Segerstrom Concert Hall
SEGERSTROM CONCERT HALL

The centerpiece of a great concert hall is a magnificent organ. And who better to share the story of the organ than the man most familiar with its attributes and installation?



David Pike, *tonal director, C.B. Fisk*

MIC

5:15 - 6 PM

ALL

John Alexander Singers Concert
SEGERSTROM CONCERT HALL

We're all here for the music—what better way to bring down the curtain on Conference Day #1 than a live performance in Orange County's magnificent new concert hall? Pacific Chorale's select chamber group, the John Alexander Singers, is a 24-voice professional chamber choir specializing in the innovative presentation of modern and early music.

WELCOME: **Kimberly Dwan Bernatz**, *chairman, Pacific Chorale*

6:30 - 7:30 PM

ALL

Opening Reception at South Coast Plaza

SOUTH COAST PLAZA'S GARDEN TERRACE

From the hotel, walk across the Unity Bridge to the Plaza, remain on the 2nd level and the Garden Terrace is close to Macy's and Ferragamo.

South Coast Plaza is renowned as one of the nation's most luxurious shopping destinations, and rivals the most famous fashion capitals of the world. Its 280 stores are unparalleled as a collection of the hip and fashionable. As for dining, 32 restaurants that travel the culinary globe grace the streetscape of South Coast Plaza, offering world-class dining experiences. Pick your favorite and enjoy!



SPONSORED BY SOUTH COAST PLAZA

Dinner on Your Own

SACS/MACY'S EASEL
 BALMAN to drive maybe MIC

FRIDAY, AUGUST 10, 2007

8 AM - 4 PM

ALL

Registration and Resource Room Open
MESA VERDE

POWER SEMINAR

53

8:30 - 11:45 AM

B EX Y

SANTA ANA

Life Stages: How Do You Take Your Organization to the Next Step?

Delegates will explore the predictable life stages of nonprofit organizations. You will assess your organization's stage of growth, put its current challenges and opportunities in developmental perspective, examine tips for moving to the next step and learn to avoid heading into a decline. Seven aspects of organizational development—governance, staff leadership, financing, administrative systems, products and services, staffing, and marketing—are studied as keys to determining an organization's life stages.



INTRODUCTION: **Kelly Ruggirello**, *president, Pacific Chorale*
Daniel McQuaid, *CEO & president, Volunteer Center Orange County*

\$ ADVANCE REGISTRATION REQUIRED

SPONSORED BY SCHWEICKERT & COMPANY



AV - LCD SCREEN LAV

8:30 - 10 AM

D V Y

1. Budgets and Benefits: Special Event Fundraising
VIEJO/LAGUNA

Special fundraising events are the hedge funds of our income-generating portfolios. But they can be a drain on our time and resources. If you're about to settle for a lackluster reprise of last year's event or are fretting about lack of inspiration, spend your morning in a workshop that offers a look at some of the most innovative and successful benefits dreamed up by your colleagues.

MODERATOR: **Cathy Michaels**, associate director of development, Pacific Symphony

- HEART'S DESIRE FASHION SHOW
Stacey Street, executive director, California Symphony
- ACADEMY AWARDS PARTY & SUPPER CLUB
Sandra Gee, director of volunteer services and events, Pacific Symphony
- POPS AND PICNIC
Peter Jaffe, music director, Stockton Symphony
- A GOLF TOURNAMENT
Marshall Aronson, board member, Sacramento Philharmonic

SPONSORED BY LOUIS BARTOLINI, WESTAMERICA BANK

56

8:30 - 10 AM

C EX M MU O

2. Make Yourself Heard: The Benefits of Electronic Media
SAN DIEGO/SAN PEDRO

The digital market cannot be ignored if you want your music making to go beyond the concert hall. IODA (Independent Online Distribution Alliance) was started by an experienced group of digital music experts with a strong passion and long history in independent music. See for yourself the power and potential of digital music and the web-based opportunities for your organization.

INTRODUCTION: **Rob Birman**, executive director, Philharmonia Baroque Orchestra
Jack Campbell, director of production services, Independent Online Distribution Alliance

29 LCD

8:30 - 10 AM

E Y

3. Youth Orchestras: From Parents to Community Leaders
MONARCH BAY

A strong Board of Directors is vital to the success of an organization. Effective Boards are not born however, but purposefully built. Changing your Board makeup can be a challenge. Let veterans of this process show you how it can be done with aplomb. Time permitting, some new education programs will be presented.

MODERATOR: **Pam Blaine**, vice president, education, Pacific Symphony
Jim Hogan, executive director, California Youth Symphony
Barbara Stack, executive director, Oakland Youth Symphony
Teri Tan, Ph.D., board member, Pacific Symphony Youth Orchestra

SPONSORED BY SARA SALSBUURY

22

10:15 - 11:45 AM

D EX Y

1. Framework for Funding

VIEJO/LAGUNA

Will you pass inspection on your next funding application, or find your request discarded? The world of corporate and foundation giving demands minute attention to detail, up-to-the-minute knowledge of expectations, and awareness of the competition you face and how you need to position your organization to receive these crucial dollars. Build your framework for funding with input from those in the know.

MODERATOR: **Sue Totten**, vice president, development, Orange County High School of the Arts

- Shari Battle**, senior vice president, market development manager, Bank of America
- Stan Hutton**, program officer, Clarence E. Heller Charitable Foundation
- John McGuirk**, program director, The James Irvine Foundation

SPONSORED BY KELLY RUGGIRELLO

58

10:15 - 11:45 AM

EX F M

2. Pricing Strategies to Improve Perception and Revenues
SAN DIEGO/SAN PEDRO

Performing arts and cultural marketers have been using pricing strategies in an attempt to stimulate demand for years. But in 2007, there are many more required techniques, that when deployed together, can grow revenues and demand. At this session, learn how today's savviest users of smart scale-of-hall plans, pricing strategies that reward loyalty and create new "tryers," as well as demand-based pricing strategies are increasing revenues and maximizing the perception of success in their venues.

INTRODUCTION: **Patty Thayer**, director of marketing, San Luis Obispo Symphony
Lisa Parker, senior consultant, Target Resource Group

SPONSORED BY JOAN DE VISSER

LCD

40

10:15 - 11:45 AM

AM C MU

3. The Art of Conductor Auditioning
MONARCH BAY

How do you get your foot in the door when an orchestra has a podium opening? Learn the importance of proper preparation for that critical audition. It's not only about the conducting, it's the whole package.

INTRODUCTION: **Bob Frelly**, director of music education, Chapman University
Carl St.Clair, music director, Pacific Symphony

SPONSORED BY JAMES T. MEDVITZ

30

STAGE SPOTS - MIC

APPLAUSE! APPLAUSE! LUNCHEON

12 - 2 PM

ALL

COSTA MESA



"Above Ground" guest speaker composer Joan Tower

Joan Tower is one of today's most interesting, colorful, and dynamic American composers. As composer for the ambitious Ford Made in America project, her work "Made in America" was played by 65 orchestras in 50 states during the 2005-07 seasons. She is the Asher B. Edelman Professor of Music at Bard College and Conservatory, where she has taught since 1972.



• ACSO honors Saul Levine of K-Mozart

\$ ADVANCE REGISTRATION REQUIRED

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2:15 - 3:30 PM

D E EX Y

1. Government Arts Funding and the Educator

SAN DIEGO/SAN PEDRO

What role can orchestras and choruses play in the recent state appropriations for arts education? Based on information compiled by the California Alliance for Arts Education, our panelists will examine ways orchestras can have a hand in determining how state funds are spent when they reach our local communities. The session will review the process by which the funds have been disbursed, present some models of how the money has been utilized locally, and prepare us to be effective advocates for the strategic and appropriate use of the funds as we move forward.

- Pam Blaine, vice president, education, Pacific Symphony
- Ron Gallman, director of education, San Francisco Symphony
- Dana Powell, Ed.D., chair of public policy, California Alliance for Arts Education



SPONSORED BY ALFRED PUBLISHING, INC.

2:15 - 3:30 PM

B C EX Y

2. Sonata for Board and Music Director

VIEJO/LAGUNA

Fiduciary responsibility versus artistic vision—can the two exist in harmony? Explore the give and take necessary to have a healthy balance between the money and the magic.

- Robert Birman, executive director, Philharmonia Baroque Orchestra
- Harry Jacobs, past president, Merced Symphony
- Jake Jacobs, principal, Winds of Change Group

SPONSORED BY HARRY JACOBS

2:15 - 3:30 PM

AM C EX O

3. Puttin' on the POPS! For Fun and Revenue

MONARCH BAY

Deconstructing a pops or special event presentation gives us a close look at all the pertinent details. We'll cover it all: programming and artist selection, development of a season's theme, building original arrangements and compositions, and incorporating unique production elements that define and energize the overall live experience.

MODERATOR: Eileen Jeanette, vice president, artistic & orchestra operations, Pacific Symphony

- Tim Beswick, director of artistic operations, Santa Rosa Symphony
- Shelly Stannard Fuerte, director of artistic planning, San Diego Symphony
- Janet Nyquist, general manager, Long Beach Symphony

SPONSORED BY NANCYBELL COE

50

3:45 - 5 PM

B C EX

1. Succession Planning

VIEJO/LAGUNA

How prepared are you for the departure of your chief executive, Board chair or other key member of your organization? Discover why it's important for your Board to have a leadership transition plan whether or not you anticipate an upcoming search. Learn how to devise an ongoing succession plan that is linked to the strategic plan, mission and vision of your organization.

- INTRODUCTION: Jeff Haydon, executive director, Ojai Music Festival
- Jake Jacobs, principal, Winds of Change Group
- Mike Morris, president, Ojai Music Festival

SPONSORED BY CINDI HUBBARD

LCD

LCD - KATIE

3:45 - 5 PM

AM EX M Y

2. When Great Announcements Go Bad

SAN DIEGO/SAN PEDRO

New music director? New concert hall? A superstar guest artist? You're in PR heaven—until something goes horribly wrong and good press turns bad. Join us for a panel discussion on how to handle THE big news. Learn from others' experiences as we share the good, the bad and the ugly.

MODERATOR: Jayce Keane, director of public relations, Pacific Symphony

- Adam Crane, director of public relations and communications, Los Angeles Philharmonic
- Gary Ginstling, director of communications, San Francisco Symphony
- Tim Mangan, classical music critic, Orange County Register
- Valerie Scher, classical music critic, San Diego Union-Tribune

SPONSORED BY ROBERT A. BIRMAN

48

3:45 - 5 PM

SAN JUAN

B E EX V Y

3. Brain Power: M.I.N.D. Institute

MONARCH BAY

SAN MARCOS

2nd floor

Remarkable revelations have been discovered through clinical studies in the more than 14 years since the initial connection between learning and music exploded on the public scene in 1993. Get up to date on these discoveries and how they are being applied in the education field today. Arm yourself with the latest facts when appealing for support for music education.

INTRODUCTION: Ted Smith, chairman and ceo, M.I.N.D. Institute
Mark Bodner, president and researcher, M.I.N.D. Institute



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LCD 64

5:30 - 6:30 PM

BY INVITATION ONLY

Special Reception

Reception at a special location for Trustees and others who purchase one or more Power Seminars.

SPONSORED BY JOHN DANIELS AND JOHN STAHR, BOARD MEMBERS, PACIFIC SYMPHONY

26' SKIRTED BRING WINE OUT EASEL

PAGEANT OF THE MASTERS

7 PM

BUSES LEAVE FOR LAGUNA BEACH

ALL

8:30 PM

PAGEANT OF THE MASTERS SHOW



The art form known as tableaux vivants, or living pictures, originated centuries ago in Europe, where it was presented in cathedrals and village parishes to make biblical events meaningful to the general public, many of whom could not read. Laguna's Pageant of the Masters applies this age-old artistic wizardry to magically

transform actors and intricate sets into remarkable re-creations of magnificent works of art. A full orchestra and inspiring narration further enhance this extraordinary production. You will enjoy a special box dinner during the short bus ride to Laguna Beach.

\$ ADVANCE REGISTRATION REQUIRED

DINNER FOOD 6PM
BUSES 6:30

8 - 10 PM

ALL

Pacific Symphony Open Rehearsal at Renée and Henry Segerstrom Concert Hall

This is your only opportunity to hear the orchestra in its new concert hall. Admission is free.



SATURDAY, AUGUST 11, 2007

8 AM - 2 PM

ALL

Registration and Resource Room Open MESA VERDE

POWER SEMINAR FOR TRUSTEES

8 - 11:45 AM

B EX Y

SANTA ANA

A comprehensive seminar focused on "Best Practices" for today's orchestra and chorus Boards. Topics include:

- Identifying, recruiting and mentoring the best Board members
- Collaborative governance models that include the musicians
- Focusing on what really matters
- Being clear about your expectations
- Understanding and managing your finances
- What to do about underperforming Board members
- The Board chair's relationships with the CEO and music director



INTRODUCTION: Christine Drucker, president-elect, Ojai Music Festival
Lowell Noteboom, chair, Saint Paul Chamber Orchestra; chair, American Symphony Orchestra League

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SPONSORED BY STEPHEN J. M. (MIKE) MORRIS

LCD - ACSO

8:30 - 10 AM

EX M Y

✓ 1. Databases Are Your Organization's Life!

25

SAN DIEGO/SAN PEDRO

Every season, marketers need to answer a series of questions in preparation for upcoming campaigns. These include: How many brochures must I print to make my revenue goals? How much should I spend on my brochures? How many times should I mail during my subscription and single ticket campaigns? Who are my most important customers for each effort? There will be a review of key steps you must take to ensure your database is the productive revenue-creating tool you'll need for your subscription and single ticket campaigns. You'll also learn about the basic analytical tools that every smart marketer uses during and after campaigns to improve returns-on-investment.

Lisa Parker, senior consultant, Target Resource Group

SPONSORED BY SANDI SIGURDSON AND THE SAN LUIS OBISPO BOARD OF DIRECTORS

PSO
ASBO

LCD

8:30 - 10 AM

EX F Y

✓ 2. Exempt/Non-Exempt and Hourly/Salary Staffing Primer

11

VIEJO/LAGUNA

We all love our jobs, right? Because of this we work hard and put in long hours at night and on weekends, when necessary. But are we categorized correctly with exempt or non-exempt status? What about our staff? Are you in danger of running afoul of those delicate labor laws? Make sure your passion for Prokofiev doesn't cause you to overlook important personnel issues.

Reed Schaper, Esq., Curiale Dellaverson Hirschfeld & Kraemer, LLP
Sean Sutton, executive vice president & chief operating officer, Pacific Symphony

SPONSORED BY ANDREA LAGUNI

LCD

ASO

8:30 - 10 AM

EX M V Y

✓ 3. e-Technology: Digitally Reinventing Our Lives

MONARCH BAY

SAN JUAN

How often is your website updated? Who visits and why? Discover new and innovative ways to maximize the use of your website. Award-winning website designers provide valuable insights into simple tricks of the trade that can increase earned and contributed income, as well as donor, musician and patron connectedness.

INTRODUCTION: Jim Medvitz

Pete Deutschman, president/founder, The Buddy Group
Doug Simao, president, The Narratus Group

34

SPONSORED BY ASCAP



LCD

ASO

10:15 - 11:45 AM

E Y

✓ 1. Everyday Études

25 30

SAN DIEGO/SAN PEDRO

Looking for a way to expose hundreds of young people to classical music every day, broaden your music education program, advocate for music in your schools, develop your audience, support your organization, empower classroom teachers, and strengthen your community? Come hear a tale of two orchestras who did this via "focused music-listening."

INTRODUCTION: Liz Summer, past president, San Luis Obispo Symphony
Jim Black, president, board of directors, San Luis Obispo Symphony
Jaime Lewis, music education director, San Luis Obispo Symphony
Margie Harrison-Smith, director of education, Santa Rosa Symphony

SPONSORED BY JUDITH JELINEK

LCD
DVD

10:15 - 11:45 AM

B D EX

✓ 2. A Bequest Program on 5-25% of Your Time

30

VIEJO/LAGUNA

Your small or mid-sized organization can attract planned gifts. This workshop will help you determine the right level of charitable gift planning activity for your organization. There will be special emphasis on setting up or rejuvenating a bequest program, the bread and butter of planned giving. Learn to identify and cultivate prospects, close gifts, and secure expertise for your program. Leave having mapped first or next steps for Board, staff, and volunteers.

INTRODUCTION: Judith Parker, director of development, California Symphony
Greg Lassonde, planned giving consultant, California Symphony

SPONSORED BY STACEY STREET

LCD

10:15 - 11:45 AM

O Y

✓ 3. From Calendar to Curtain: Concert Operations

MONARCH BAY

SAN JUAN

29

The problem: Planning, scheduling and managing the season and concert. The solution: A clear and concise blueprint for action. Whether you are a 5 single or 12 double season, this is the place to find out how best to communicate with the musicians, set up systems, software for scheduling, and more.

MODERATOR: Cindi Hubbard, principal, Cindi Hubbard & Associates
Joan De Visser, director of operations, Monterey Symphony
Eileen Jeanette, vice president, artistic & orchestra operations, Pacific Symphony
Jennifer Ringle, production manager, San Diego Symphony
Devin Thomas, director of operations and education, Los Angeles Chamber Orchestra

SPONSORED BY DREW CADY

LCD
Kauai
MIC

121

APPLAUSE! APPLAUSE! LUNCHEON

12 - 2 PM

ALL

COSTA MESA

"Connecting the Dots: De-Coding Trends in the Cultural Marketplace,"
 guest speaker **Barry Braverman**



In his 27 years as a creative executive with Walt Disney Imagineering, Barry Braverman had an extraordinary record producing projects for Disney destinations. He is a keen observer of trends in culture, entertainment and technology and he has a number of thought-provoking recommendations about how cultural institutions can nurture their audiences and successfully compete in an increasingly crowded marketplace.

- Drawing for the Connoisseur's Collection of Fine Wines
- Video Clip from *Music From the Inside Out*

ANDREW

Named one of the best documentaries of 2004 by the International Documentary Association, *Music from the Inside Out* is the result of a unique five-year collaboration between Oscar-nominated filmmaker Daniel Anker and the 105 musicians of the Philadelphia Orchestra. In an exhilarating 90-minute journey, the film explores the intersection of art and life through the stories, passions and artistry of some of the finest musicians in the world.



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LCD
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 SCREEN

LECTURE MIC
 LAV

2 Rounds of 8 = Reserve sign

2:30 - 4 PM

ALL

✓ **Innovative Case Studies**

SANTA ANA

Back by popular demand, roundtable "mini presentations" offer great new ideas in just 20 minutes. Change tables three times.

- GOT STRINGS?
 Andy Radford, artistic director, Ojai Youth Symphony
- NEW FUND RAISING RULES
 Karine Beesley, director of development, House of Ruth
- BOARD OF COUNSELORS
 Rhonda Halverson, director of development, Pacific Symphony
- THE CONSENT AGENDA
 Joe Truskot, executive director, Monterey Symphony
- WHAT ABOUT VOLUNTEER SUPPORT GROUPS?
 HANG ON, CUT LOOSE, REFORMAT?
 Noralee Monestere, executive director, Marin Symphony
- YOUR COMMUNITY NEEDS A LEGISLATIVE BRIEFING!
 Lisa Caretto, legislative liaison, ACSO;
 legislative chair, California Arts Advocates

✓ SPONSORED BY KARINE BEESLEY

SULTRY SPANISH NIGHTS

5:30 PM
 8 - 11 PM

BUSES LEAVE FOR VERIZON WIRELESS AMPHITHEATER
 CONCERT

ALL

Private group dinner al fresco before the concert. Bring a wrap in case the evening is chilly.



Enjoy cool classical guitar and hot Latin rhythms. In addition to tasty morsels from Bizet's alluring *Carmen*, enjoy the celebrated Los Angeles Guitar Quartet performing a special arrangement of Rodrigo's *Concierto Andaluz*.

Carl St.Clair, music director, Pacific Symphony

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The Joy of **GIVING**

ACSO would not be where it is today if not for the following persons and organizations. Thank you.

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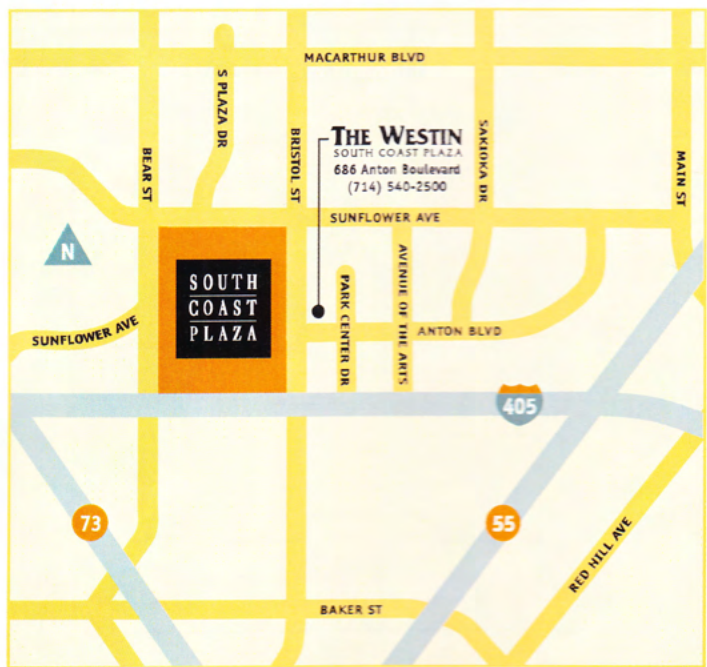
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 NEXT SEASON**

- **ACSO Professional Development Workshops**
 February 8, 2008 • Berkeley
 February 11, 2008 • Pasadena
 "A Fund Raising Bonanza"
- **Mid-Winter Managers' Meeting** • January 2008
- **Youth Orchestra Meeting** • March 2008
- **Orchestra Consultations**
- **40th Annual Conference**

Please join or renew your membership at Conference for \$70. Membership in ACSO is for one year, from October 1 to September 30.

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COSTA MESA AREA MAP

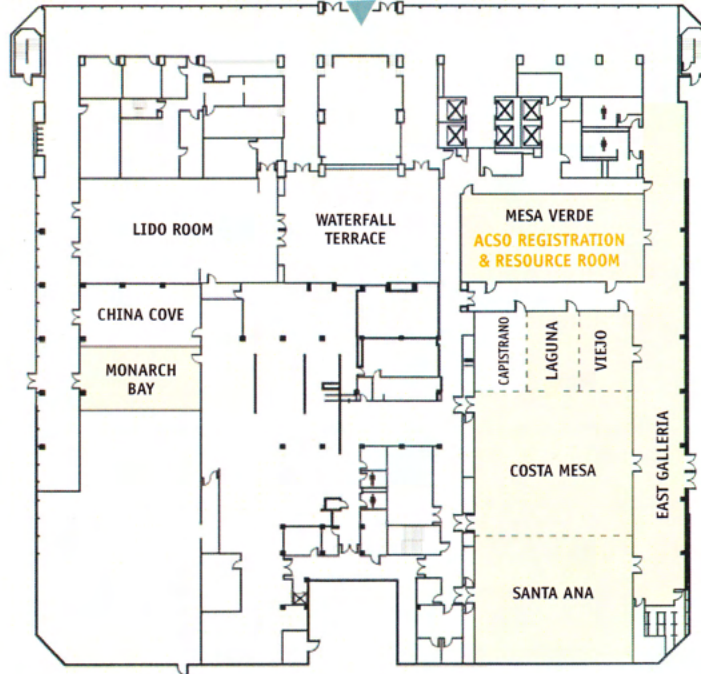


WESTIN HOTEL FLOOR PLAN

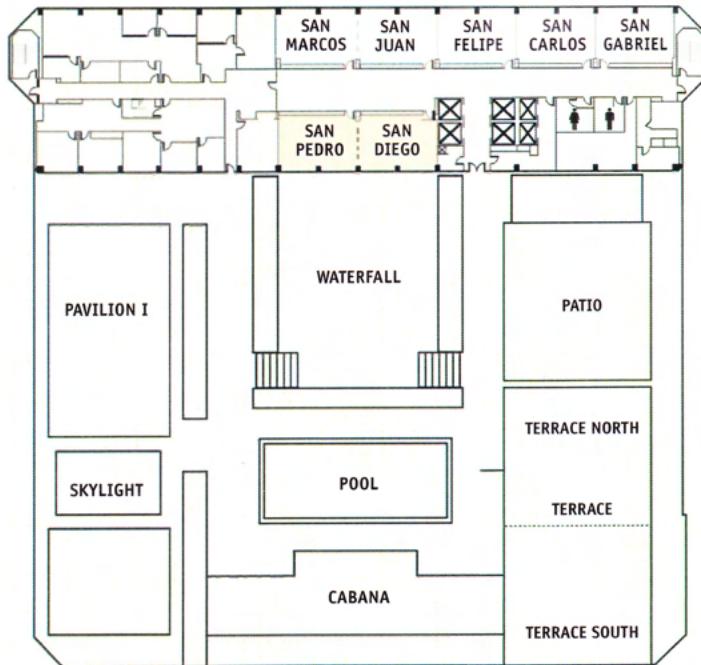
PROGRAMS AND EVENTS TAKE PLACE IN HIGHLIGHTED ROOMS

FIRST FLOOR

HOTEL ENTRANCE



SECOND FLOOR



THIRD FLOOR

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