

Association of California  
Symphony Orchestras  
*presents*



[ ] BEYOND *the*  
BOX

*Creativity. Innovation. Possibility.*

43<sup>RD</sup> ANNUAL CONFERENCE

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July 21–23, 2011

Westin Pasadena

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Hosted by the Pasadena  
Symphony and POPS  
and the Verdugo Young  
Musicians Association

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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 2. Challenging & Channeling the Community 3. It's Complicated: Behind The Curtain	Plaza Fountain IV Madera
10:15-11:45 PM	1. Boundaries & Blueprints: What Boards Need to Know 2. Mergers: Why, When and How 3. Tactical Tips for the Now Economy	Madera Plaza 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?" 2. No Holds Barred: Major Gifts-Candidly 3. Dave's (Letterman) Top 10 Finance List	Madera Plaza Fountain IV
3:45-5 PM	1. You Get What You Pay For-You Get Paid What You're Worth 2. Alternative Aspirations: The 21st Century Musician 3. Conversations with Benjamin Zander: Continuing the Art of Possibility	Madera Plaza 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.]

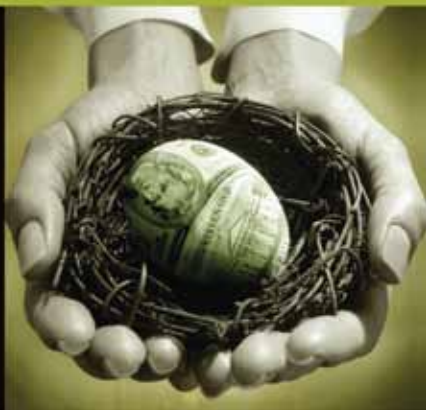
*Free 30-minute consultations. Sign up in the Resource Room.*

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 2. Youth Orchestras: The Answer	Fountain IV San Marino
10:15-11:45 AM	1. Catchy Doesn't Sell 2. Special Events: Leapfrogging the Competition 3. Strategy for Multimedia Operations	Fountain IV San Marino Plaza
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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# [ Welcome ]

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,

A handwritten signature in black ink, appearing to read 'Melinda Shea'.

**Melinda Shea**, *president, Pasadena Symphony and POPS*

A handwritten signature in black ink, appearing to read 'Paul Jan Zdunek'.

**Paul Jan Zdunek**, *president and ceo, Pasadena Symphony and POPS*



WELLS  
FARGO

# 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.**

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Together we'll go far



# [ 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.

A handwritten signature in black ink that reads "Nancy Bell Coe". The signature is fluid and cursive, with the first name being the most prominent.

**Nancy Bell Coe**, *president*, ACSO



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**Paul Jan Zdunek, Principal**  
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626.623.9471





## OFFICE OF THE MAYOR

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 retail 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



[8] *Creativity. Innovation. Possibility.*

# [ 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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Orchestra

New West Symphony

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Oakland East Bay Symphony

Ojai Music Festival

One Pacific Coast Bank

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Pacific Chorale

Pacific Symphony

Pasadena Symphony and POPS

Philharmonia Baroque

Orchestra

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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

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# [ 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 Stotjin. 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'sa 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

# 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.

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# 21

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)

FOUNTAIN II, III

■ 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*

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*Creativity. Innovation. Possibility.* [13]



# Thursday, July 21 *continued*

11 AM–12:45 PM

## Peer Forums **all**

- |   |                     |
|---|---------------------|
| <b>[1] Managers with budgets over \$1 million</b><br>Paul Jan Zdunek, <i>ceo, Pasadena Symphony and POPS</i>  | <b>SIERRA MADRE</b> |
| <b>[2] Board Members with budgets over \$1 million</b><br>Melinda Shea, <i>president, Pasadena Symphony and POPS</i>  | <b>FOUNTAIN IV</b>  |
| <b>[3] Managers with budgets \$500,000 to \$999,999</b><br>Jan Derecho, <i>executive director, Santa Cruz County Symphony</i>   | <b>PLAZA II</b>     |
| <b>[4] Board members with budgets \$500,000 to \$999,999</b><br>Dean McVay, <i>board member, San Bernardino Symphony</i>  | <b>PLAZA I</b>      |
| <b>[5] Managers with budgets under \$499,999</b><br>Francie Levy, <i>executive director, Tulare County Symphony</i>   | <b>PLAZA I</b>      |
| <b>[6] Board Members with budgets under \$499,999</b><br>Florence Kabot, <i>president, Tulare County Symphony</i>   | <b>PLAZA I</b>      |
| <b>[7] Marketing Directors and Staff</b><br>Nicolette Atkins, <i>director of marketing, Los Angeles Chamber Orchestra</i>   | <b>ALTADENA</b>     |
| <b>[8] Public Relations Directors and Staff</b><br>Oliver Theil, <i>director of public relations, San Francisco Symphony</i>  | <b>FOUNTAIN IV</b>  |
| <b>[9] Development Directors and Staff</b><br>Courtney Beck, <i>development director, Philharmonia Baroque Orchestra</i>  | <b>PLAZA II</b>     |
| <b>[10] Operations and General Managers</b><br>Tim Beswick, <i>director of artistic operations, Santa Rosa Symphony</i>   | <b>LOS ROBLES</b>   |
| <b>[11] Finance, IT Staff and Volunteers</b><br>Maya Rath, <i>finance director, Oakland East Bay Symphony</i>   | <b>FOUNTAIN IV</b>  |
| <b>[12] Education Staff and Volunteers</b><br>Pam Blaine, <i>director of education, Pacific Symphony</i><br>Adrienne Valencia, <i>director of education, San Diego Symphony</i> | <b>MADERA</b>       |
| <b>[13] League and Guild Volunteers</b><br>Gerry Jackson, <i>member, Women's Committee Pasadena Symphony</i>  | <b>FOUNTAIN IV</b>  |
| <b>[14] Youth Orchestra Staff and Volunteers</b><br>Wendy Cilman, <i>executive director, Young People's Symphony Orchestra</i>  | <b>SAN GABRIEL</b>  |
| <b>[15] Conductors</b><br>Bruce Kiesling, <i>music director, Tulare County Symphony;</i><br><i>conductor, Los Angeles Philharmonic Youth Orchestra Program</i>                  | <b>LA CANADA</b>    |

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

- |   |               |
|---|---------------|
| <b>[16] Emerging Leaders and Internship Programs</b><br>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. | <b>MADERA</b> |
|---|---------------|

**Brian Sullivan**, *director of operations, Pacific Chorale*

**Jeff Thomas**, *associate director of development,*  
*Philharmonia Baroque Orchestra*

**Katherine Yang**, *director of education, Pacific Chorale*

**[\$] ADVANCE REGISTRATION REQUIRED FOR BOX LUNCH**

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**[14] Creativity. Innovation. Possibility.**



## Thursday, July 21 *continued*

1–3 PM

### PLENARY I: The Art of Possibility **all** FOUNTAIN II, III



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**

3:15–5 PM

### PLENARY II – From the Front Lines **all** FOUNTAIN II, III

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 Forsythe**, *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**



5:30 PM

### An Evening at the Hollywood Bowl **all**



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**



# [ Schedule of Events ]

## Friday, July 22, 2011

ASK THE EXPERTS THROUGHOUT THE DAY.  
SIGN UP IN THE RESOURCE ROOM.

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# 22

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

### [1] Boundaries & Blueprints: What Boards

Need to Know 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

### [2] Mergers: Why, When and How 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

### [3] Tactical Tips for the Now Economy

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



## Friday, July 22 *continued*

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

**[5]** ADVANCE REGISTRATION REQUIRED

SPONSORED BY 501(c) AGENCIES TRUST



2:15–3:30 PM

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

Together-ness 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

### **[2]** No Holds Barred: Major Gifts—Candidly!

**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



### [3] Dave's (Letterman) Top 10 Finance List:

"...and... No. 1: It's an Accrual World, But I Got No Cash!"

finance

FOUNTAIN IV

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

3:45–5 PM

### [1] You Get What You Pay For—

You Get Paid What You're Worth

general

MADERA

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

### [2] Alternative Aspirations:

The 21st Century Musician

general

PLAZA

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



## Friday, July 22 *continued*

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.*

HOSTED BY THE PASADENA SYMPHONY AND POPS  
DIRECTORS AND ADVISORS



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.*



# [ Schedule of Events ]

## Saturday, July 23, 2011

ASK THE EXPERTS THROUGHOUT THE DAY.  
SIGN UP IN THE RESOURCE ROOM.

sponsored by Bruce Kiesling

# 23

7:30 AM–12 PM

**Resource Room Open**

FOUNTAIN I

8 AM–12 PM

### Registration & Continental Breakfast Power Seminar for Trustees & Administrators

management/governance

MADERA

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: NancyBell 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*

**[\$] ADVANCE REGISTRATION REQUIRED**

**SPONSORED BY THE CAPITAL GROUP COMPANIES  
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## Saturday, July 23 continued

8:30–10 AM

### [1] Visionary Advantage: The Future of Funding

general

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*

### [2] Youth Orchestras: The Answer

youth

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

marketing/pr

FOUNTAIN IV

Catchy, 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 Leapfrogging the Competition

development/volunteers

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**





[ **Saturday, July 23 continued** ]

### **[3] Developing a Strategy for your Multimedia Operations** *operations*

PLAZA

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"*

all

FOUNTAIN II, III

DRAWING FOR THE 25-BOTTLE CONNOISSEUR'S COLLECTION OF FINE WINES



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

**[\$] ADVANCE REGISTRATION REQUIRED**



## Saturday, July 23 continued

2:30–5 PM

### Bringing a California El Sistema into Focus MADERA

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 Chiligrarian**, 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 Gandhi**, 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

**[ ] ADVANCE REGISTRATION REQUIRED**



# [ Schedule of Events ]

Sunday, July 24, 2011

24

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

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Sanford Livingston, *Philharmonia Baroque Orchestra*  
Ann Millican, *Fremont Symphony*  
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# Most Valuable Players



**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.

# [ State-of-the-State ]



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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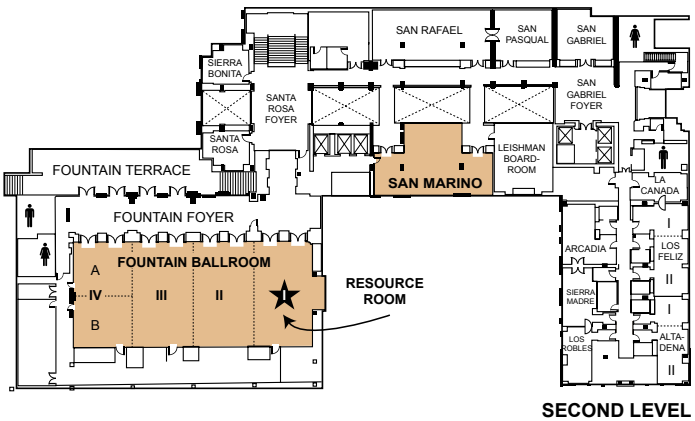
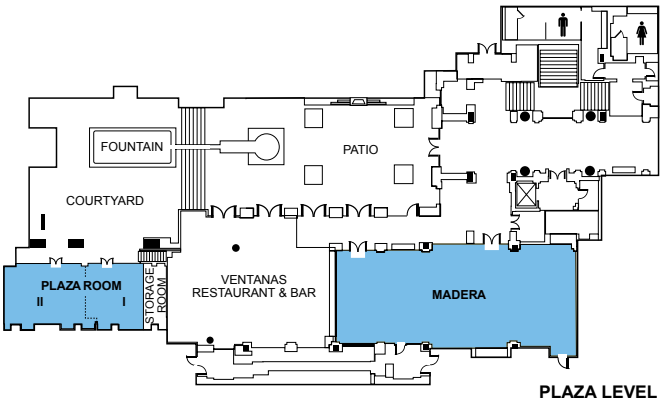
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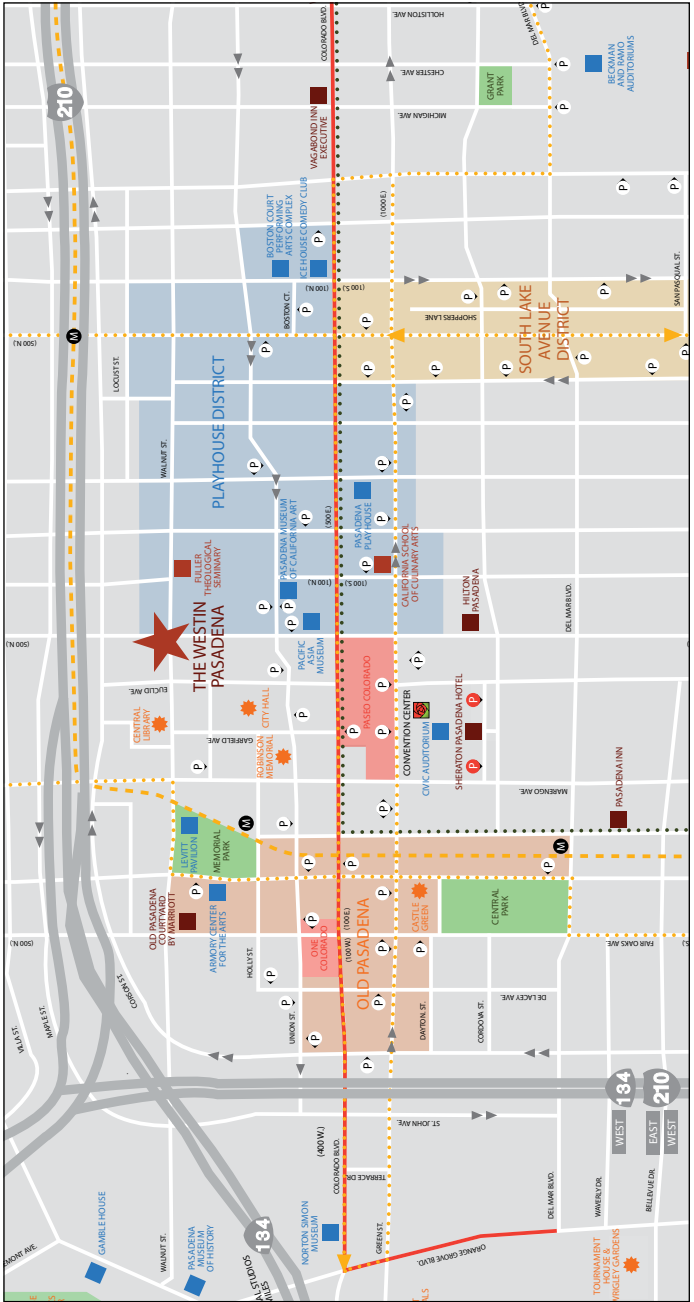
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